

# Mindfulness as a factor in reducing turnover intention in sales employees (the role of work stress and resilience in the process)

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## Abstract

**Purpose:** This study aims to examine the role of mindfulness in reducing turnover intention through work stress, and how resilience moderates this relationship among sales employees in Indonesia's distribution industry.

**Methodology/approach:** Data were collected from 307 sales professionals through purposive sampling, consisting of employees with at least one year of tenure. Data were analyzed using Structural Equation Modeling (SEM) with SmartPLS 4.0.

**Results/findings:** Results indicate that mindfulness significantly reduces turnover intention by lowering work stress. Work stress fully mediates the relationship between mindfulness and turnover intention. Furthermore, resilience significantly moderates the relationship between mindfulness and work stress, strengthening the stress-reducing impact of mindfulness.

**Conclusions:** Mindfulness plays a critical role in decreasing employees' intention to leave by alleviating work stress, and resilience enhances this effect. Organizations are encouraged to implement structured mindfulness training programs and resilience-building workshops as part of their employee development strategies to mitigate stress-related turnover.

**Limitations:** The study was conducted using samples and populations from only one company and was limited to the sales department.

**Contribution:** This study contributes to the development of HRD management practices by introducing individual interventions focused on mindfulness and resilience. It provides new psychological approaches to reduce turnover caused by work stress.

**Keywords:** *Mindfulness, Resilienc, Sales Employees, Turnover Intention, Work Stress*

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## 1. Introduction

Turnover intention, or the intention to quit, is a common issue faced by companies, especially in the sales sector. Employees with high turnover intention can cause companies to incur losses in recruitment and training costs, as well as a decline in performance quality and customer satisfaction ([Dodanwala & Santoso, 2022](#)). Previous research has shown that various factors can influence turnover intention, including work stress and an individual's resilience in coping with work pressure ([N. H. Putri, 2023](#)). Based on LinkedIn data, the average turnover rate for each industry is mostly at 10.6%, with several sectors having higher turnover than others. The most notable one is retail, with an average of 11.4% ([Inshyn, Pavlichenko, Egorova-Lutsenko, Epel, & Stratiuk, 2023](#)), which is commonly attached to the distribution company.

Work stress often arises from excessive job demands, lack of control over work, and the uncertainty perceived by employees ([Fang, Bao, & Hua, 2024](#)). This can worsen psychological well-being and increase the desire to quit since excessive stress often trigger intentions to leave a job ([Tupper & Ellis, 2022](#)). Additionally, individual resilience, which refers to the ability to bounce back and adapt to pressure or adversity, has been identified as a factor that can reduce the negative impact of work stress on turnover intention ([Üngüren, Onur, Demirel, & Tekin, 2024](#)). Resilience is an important characteristic that can protect individuals from the impact of stress. It helps individuals remain resilient and not easily give up, even when facing heavy pressure ([Amri, Ardawiyah, Kamil, Afrivalino, & Qurniawan, 2024](#)). Employee resilience plays a crucial role in determining how well employees can endure high-pressure situations. This resilience can also moderate the impact of work stress on turnover intention, enabling employees with high resilience to cope with stress better and remain committed to their jobs.

Mindfulness, which refers to the ability to be fully present in the moment without judgment, has been extensively researched in various fields, including organizational psychology. Mindfulness can help individuals manage stress more effectively and enhance their psychological well-being ([Jane & Suyasa, 2025](#)). As a factor that can reduce stress, mindfulness is expected to play a role in lowering turnover intention by helping employees better cope with the work pressures they face ([Zulkifli, Afifah, & Mustaruddin, 2024](#)). Mindfulness not only reduces stress but also enhances self-awareness and emotional regulation, which can improve how employees handle challenges in the workplace ([Asthana, 2021](#)). Mindfulness has been shown to enhance an individual's ability to regulate emotions and reduce excessive anxiety ([Fauzan, Uce, Oktarina, & Otafiani, 2025](#)). This is particularly important for sales employees who often face high pressure from the targets they must achieve as well as risky social interactions. Integrating mindfulness into the work routine helps employees manage stress, which can potentially reduce turnover intention ([Sentin, Metin Camgoz, Bayhan Karapinar, Miski Aydin, & Tayfur Ekmekci, 2025](#)).

When the demand becomes too high, employees will feel tired both physically and psychologically, and personal resources will be used until they are exhausted, which can trigger more stress ([Molino et al., 2020](#)). While mindfulness can help bring people's attention to the present state and help them see the problem better, it can also help create better resilience. People with high levels of resilience can also cope with stress better, thus giving them a chance to bounce back from adversity ([Fang et al., 2024](#)). Based on the Job-Demand Resource Theory, we can assume that job resources, in this case resilience, can buffer the influence of work stress, since resilience can also be considered a psychological resource. Mindfulness is not only applied in the psychological aspect but also in the development of better stress management strategies in the workplace ([Universari & Harsono, 2021](#)). Therefore, this study explores how mindfulness, as an awareness-based approach, can function as a tool to reduce turnover intention triggered by work-related stress. The findings of this study may provide a foundation for companies to design mindfulness training programs for sales employees to enhance resilience and reduce their desire to leave their jobs.

Several studies have confirmed that factors such as mindfulness and resilience can significantly reduce the negative effects of workplace stress. Individuals with a high level of self-awareness or psychological resilience are generally more capable of managing work-related pressure without compromising their performance or experiencing mental health issues ([Robertson, Cooper, Sarkar, & Curran, 2015](#)). By fostering these psychological resources, organizations can build a more resilient workforce capable of sustaining productivity, well-being, and retention, even in highly stressful roles. Overall, although mindfulness has been extensively discussed in the psychology literature, its application to turnover intention, particularly among sales employees, still requires further research ([Zhang, Lee, Mak, Ho, & Wong, 2021](#)). This study examined the role of mindfulness, work stress, and resilience in reducing turnover intention. The findings of this study are expected to provide valuable insights for managerial practices and human resource development in companies focused on the sales industry.

This study aims to fill this gap by developing and testing a model that positions mindfulness not only as a direct factor, but also as a psychological mechanism that reduces turnover intention through

decreased work stress and increased resilience. This integrative approach offers a novel contribution by highlighting both mediating (work stress) and moderating (resilience) roles in this relationship. The results of this study are expected to contribute to the development of effective interventions to reduce turnover intention through a mindfulness approach, while also strengthening employee resilience. Based on the above assumption, the model for this research is to see how work stress acts as a mediator between mindfulness and turnover intention and how resilience moderates the effect of mindfulness on work stress. The assumption is that when mindfulness is high, it will help reduce work stress and thus affect turnover intention. Individuals with high resilience will have a greater effect on mindfulness and work stress.

The hypotheses are as follows:

H1: Mindfulness negatively affects work-related stress.

H2: Work stress has a positive effect on turnover intention.

H3: Mindfulness negatively affects turnover intention (TI).

H4: Work stress mediates the relationship between mindfulness and turnover intention.

H5: Resilience moderates the relationship between mindfulness and stress at work.

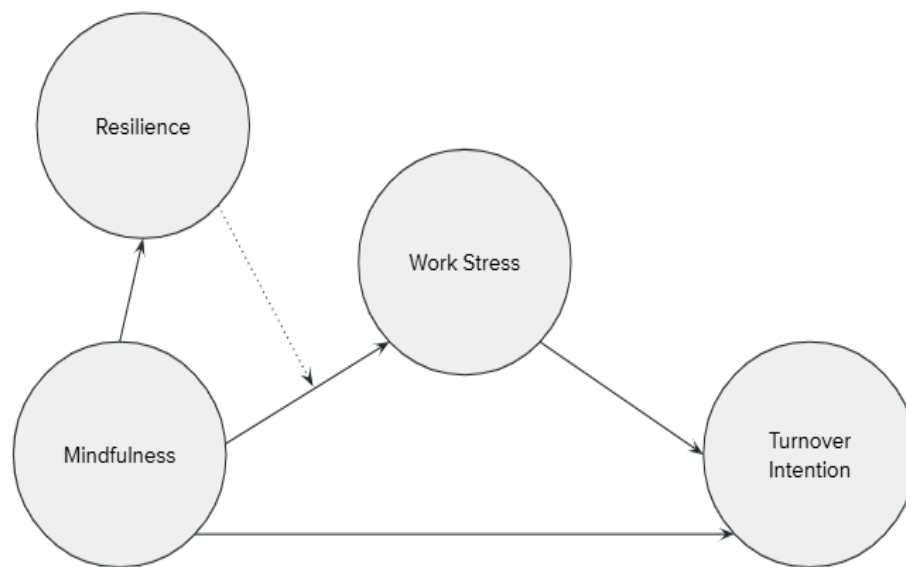


Figure 1. Conceptual Framework

## 2. Literature Review

### 2.1. Turnover Intention

Turnover intention refers to an employee's intention to leave their job, which is often an early indicator of actual resignation. Research shows that turnover intention is influenced by various factors such as job dissatisfaction, lack of organizational support, and work-related stress ([Tran, Nguyen, & Nguyen, 2025](#)). Turnover intention affects not only individuals but also organizations, leading to increased recruitment and training costs and decreased team performance. Some studies also suggest that psychological factors, such as work stress and resilience, play a significant role in exacerbating or reducing turnover intention ([Padmanabhanunni, Pretorius, & Khamisa, 2023](#)). Identifying the factors that influence turnover intention is crucial for effective human resource management. High turnover rates can negatively impact organizational performance and stability, including the following:

- High costs for recruiting and training new employees.
- Decreased productivity, especially in key positions such as sales.
- Disruptive to work culture and team morale.
- Loss of knowledge and work experience that has been developed.

Therefore, identifying and managing the factors that cause turnover intention is essential for HR management strategies.

## 2.2. Mindfulness

Mindfulness is a concept derived from Buddhist meditation traditions that is now widely applied in various psychological and organizational contexts. Mindfulness refers to the ability to be fully present in the current moment, without judgment. Research shows that mindfulness can help individuals manage stress, enhance emotional well-being, and improve self-regulation skills ([Chems-Maarif, Cavanagh, Baer, Gu, & Strauss, 2025](#)). In the workplace, mindfulness can reduce anxiety and improve focus, positively impacting job satisfaction and reducing turnover intention. Various workplace mindfulness programs have been shown to be effective in boosting employee productivity and well-being, as well as decreasing turnover intention within organizations ([Micklitz, Wong, & Howick, 2021](#)). Beyond stress reduction, mindfulness cultivates metacognitive awareness, which is an individual's ability to observe their thoughts and emotions with clarity. This awareness allows employees to respond rather than react to workplace challenges, leading to more thoughtful decision making and improved interpersonal relationships. Employees who practice mindfulness tend to exhibit greater emotional regulation, which is particularly important in high-pressure roles, such as sales, where emotional exhaustion and customer interaction fatigue are common.

Moreover, mindfulness is associated with increased resilience, optimism, and psychological capital, all of which contribute to higher levels of engagement and lower levels of burnout. Studies have also shown that mindfulness training can lead to long-term changes in brain function, particularly in areas associated with attention, empathy, and emotional regulation ([Tang, Hölzel, & Posner, 2015](#)). These findings reinforce the idea that mindfulness is not only a temporary coping tool but also a sustainable practice that enhances both individual and organizational outcomes. In the organizational context, integrating mindfulness into employee development programs can serve as a proactive strategy to address mental health, improve workplace climate, and reduce turnover intentions. As a low-cost and high-impact intervention, mindfulness training can be implemented through short daily practices, workshops, or digital applications, making it accessible even in fast-paced work environments. Organizations that invest in mindfulness not only support the psychological well-being of their workforce but also foster a culture of awareness, compassion, and resilience, which are key factors in maintaining employee commitment and performance.

## 2.3. Stress

Work stress is a physical and psychological response to demands perceived to exceed an individual's ability to cope. Factors contributing to work stress include high workload, interpersonal conflicts, role ambiguity, and lack of support from supervisors or co-workers ([Nath, Chakraborty, & Banerjee, 2024](#)). Prolonged work stress can lead to health issues such as depression, anxiety, and burnout, which, in turn, increase turnover intention. Research shows that poorly managed work stress lowers employee motivation and performance, as well as exacerbates interpersonal relationships at the workplace ([Chen, Wang, Li, & Liu, 2022](#)). Organizations must address the factors causing stress and provide effective interventions to manage it. Several studies have emphasized the direct and indirect relationships between work stress and turnover intention. ([Lu, Lu, Gursoy, & Neale, 2016](#)) found a significant positive correlation between work stress and turnover intention, particularly in high-pressure industries such as sales and healthcare. The longer an employee is exposed to unmanaged stress, the more likely they are to experience emotional exhaustion and detachment from their work roles.

Moreover, individual psychological resources, such as mindfulness and resilience, have been identified as key moderating factors in coping with work stress. Employees with higher levels of mindfulness tend to regulate their emotional responses more effectively, whereas resilient individuals are better able to recover from setbacks and maintain motivation under pressure ([Robertson et al., 2015](#)). Organizational-level interventions are critical. Initiatives such as stress management training, work-life balance policies, employee assistance programs, and leadership support can significantly reduce the negative effects of work-related stress. Creating a psychologically healthy work environment not only enhances well-being but also improves employee retention and organizational commitment ([Hernawan & Srimulyani, 2021](#)).

## 2.4. Resilience

Resilience is the ability of an individual to overcome and bounce back after experiencing difficulties or pressure. It involves mental and emotional flexibility, allowing individuals to adapt to changes and challenges in their lives. In the workplace, resilience enables employees to navigate demanding conditions while maintaining psychological stability, motivation, and their task performance. Resilience can protect employees from the negative impacts of stress and strengthen their ability to remain committed to their work despite facing difficult situations ([Liang & Cao, 2021](#)). Research shows that employees with high levels of resilience are better able to manage stress and demonstrate lower turnover intentions. Resilience serves as a psychological buffer, reducing the adverse effects of work-related stress and contributing to greater emotional well-being, which in turn helps extend employees' tenure with the organization ([Vadivel, Nainee, Arumugam, & Anbalagan, 2022](#)). Resilient employees are also more likely to remain engaged and persistent in achieving their goals, even in the face of repeated setbacks or high-pressure environments, such as sales roles.

From an organizational perspective, resilience is beneficial not only at the individual level but also contributes to a more adaptive and robust workplace culture. When cultivated across teams, it promotes *organizational resilience*, the collective capacity of an organization to adapt, recover, and thrive under pressure. Employees who exhibit high resilience often play a critical role in fostering a supportive and agile work environment that can endure operational disruptions and changes. Importantly, resilience is not a fixed trait but a skill that can be developed over time through intentional efforts. Interventions such as coping skills training, mindfulness-based programs, emotional intelligence development, and the creation of psychologically safe work environments have been shown to enhance resilience. These interventions not only improve personal coping mechanisms but also create a more stable and supportive organizational climate for employees.

## 3. Methodology

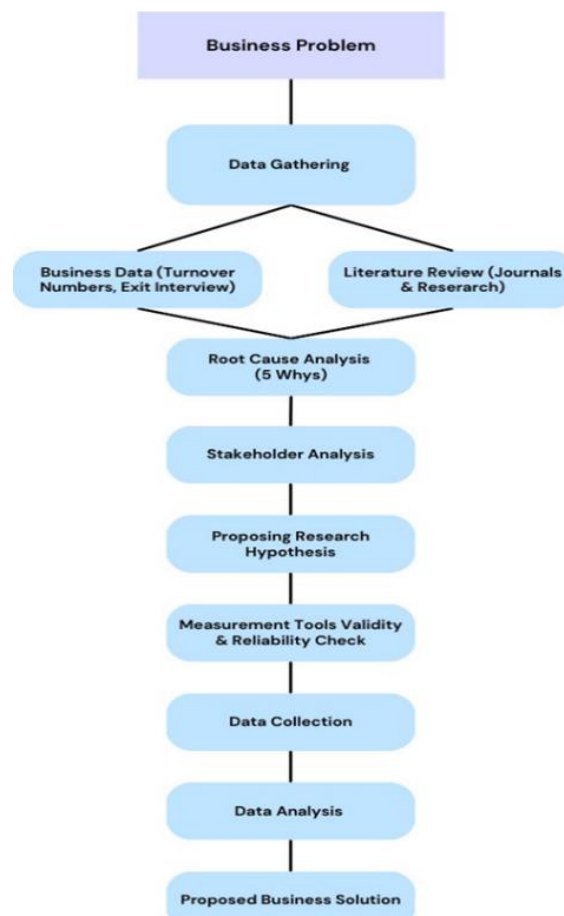


Figure 2. Research Framework

This diagram represents the step-by-step process of the study design. The researchers first started with the business problem, which is the huge number of employee turnover that resulted in the loss of business, and analyzed the problem based on the secondary data as well as the literature review. From there, we can start to run a root cause analysis, prepare the questionnaire, gather the primary data, run a hypothesis test, and create a business solution based on the testing result. The output of this research is the intervention based on the variables that we put in the previous chapters and how we utilize the variables to manage employee turnover.

The business problem in this research is employee turnover based on the actual turnover data gathered from secondary data. After being analyzed using root cause analysis, we found that work stress is one of the major reasons why an employee resigns. Based on this we propose another 2 variables that might be able to reduce turnover intention: mindfulness and resilience, which are the closest antecedents to actual turnover. Before data collection begins, we will need to check the validity and reliability of the questionnaire used to ensure that we measure the right aspect using the right question. In the final phase, data analysis using statistical methods will be conducted, and a business solution will be proposed based on the hypothesis testing results. This study adopted a quantitative approach as the primary method. It consists of four variables: mindfulness as the independent variable, turnover intention as the dependent variable, work stress as the mediating variable, and resilience as the moderating variable. The participants in this research were 307 sales force members from a distribution company based in Indonesia.

The instruments used in this research include scales for mindfulness, turnover intention, work stress, and resilience, with response options ranging from 1 to 4, where 1 represents "strongly disagree" and 4 represents "strongly agree." Mindfulness was measured using the fifteen-item uni-dimensional mindfulness attention and awareness scale ([Patil et al., 2024](#)). A sample item is, "I could be experiencing some emotion and not be conscious of it until sometime later." This questionnaire is considered the most reliable and valid mindfulness scale available. Resilience was measured using six items based on the Psychological Capital Questionnaire (PCQ), which originally consisted of 24 items. A sample item is, "Because I have been through a lot of hardships before, I am now able to survive difficult times at work." Work stress was measured using six items [Patil et al. \(2024\)](#), with a sample item being, "I feel overwhelmed by my work." Turnover intention was measured using three items and a sample item is, "I often think of leaving my current job."

The hypotheses for this research will be tested using Structural Equation Modeling (SEM) with SmartPLS 4.0 to understand the effect of the independent variable on the mediating variable, the mediating variable on the dependent variable, and how the moderating variable affects the model. SEM can also be used to assess the indirect and total effects of the independent variable on the dependent variable via the mediating variable. An outer model evaluation was conducted to check the validity and reliability of the model. The validity tests performed included convergent and discriminant validity. Convergent validity refers to the strength of the correlation between items and the underlying construct. It ensures that the items or indicators represent the same construct or variable by demonstrating a strong internal consistency. According to [Hair Jr et al. \(2021\)](#), an outer loading above 0.7 is considered good, while the Average Variance Extracted (AVE) should be above 0.5.

Discriminant validity was assessed using the Fornell-Larcker criterion, which ensures that each construct in the model is distinct from the others. This was done by comparing the square root of the AVE for each variable with the other variables. Discriminant validity is confirmed when the square root of the AVE for each variable is higher than that of the other variables in the model ([Afthanorhan, Ghazali, & Rashid, 2021](#)). Reliability testing is essential to ensure the stability and dependability of questionnaires. To assess reliability, the composite reliability and Cronbach's alpha for each variable will be evaluated. Variables with composite reliability above 0.7 and Cronbach's alpha above 0.6 were considered to have good reliability. Data were gathered within the company by distributing a Google Form. Participants were provided with information regarding the study objectives and asked to consent to complete the questionnaire. Validity, reliability testing, and hypothesis testing were conducted using SmartPLS 4.0.

## 4. Results and Discussion

### 4.1. Result

The total number of respondents for this research was 307 sales force employees from X Company in Indonesia. The demographic data are presented in table below:

Table 1. Demographic Data

| Characteristic        | N   | %     |
|-----------------------|-----|-------|
| <b>Length of Work</b> |     |       |
| Less than 1 year      | 111 | 36.2% |
| 1-3 year              | 71  | 23.1% |
| 3-5 year              | 30  | 9.8%  |
| More than 5 year      | 95  | 30.9% |
| <b>Job Level</b>      |     |       |
| Staff                 | 243 | 79.2% |
| Supervisor            | 56  | 18.2% |
| Manager               | 8   | 2.6%  |

The majority of respondents are staff level, and most of them either have more than five years of working tenure or less than one year working tenure.

Table 2. Discriminant Validity

|                    | Mindfulness | Resilience | Turnover Intention | Work Stress |
|--------------------|-------------|------------|--------------------|-------------|
| Mindfulness        | 0.722       |            |                    |             |
| Resilience         | 0.243       | 0.799      |                    |             |
| Turnover Intention | -0.409      | -0.139     | 0.817              |             |
| Work Stress        | -0.462      | -0.214     | 0.643              | 0.780       |

The Fornell-Larcker criterion can be used to assess discriminant validity by ensuring that each construct or variable in the model is distinct from the others. It works by comparing the square root of the Average Variance Extracted (AVE) of each variable with the correlations of the other variables. Discriminant validity is confirmed when the square root of the AVE for each variable is higher than its correlation with the other variables in the model. From the table above, we can see that all constructs or variables are distinct from one another. The table shows that the square root of the AVE value for each variable is higher than the correlation between that variable and the others.

Table 3. Convergent Validity

| Variable           | AVE  |
|--------------------|------|
| Mindfulness        | 0.52 |
| Resilience         | 0.64 |
| Turnover Intention | 0.67 |
| Work Stress        | 0.61 |

Based on the validity test results, all four variables showed an AVE greater than 0.5, indicating that they passed the convergent validity check.

Table 4. Reliability Test

| Variable           | Cronbach Alpha's | Composite Reliability |
|--------------------|------------------|-----------------------|
| Mindfulness        | 0.694            | 0.813                 |
| Resilience         | 0.815            | 0.875                 |
| Turnover Intention | 0.871            | 0.903                 |
| Work Stress        | 0.748            | 0.856                 |

Based on the reliability test, all four variables showed composite reliability greater than 0.7, indicating that they are reliable.

Table 5. Inner Model Testing

| Variable           | R-Square | Q-Square |
|--------------------|----------|----------|
| Work Stress        | 0.262    | 0.184    |
| Turnover Intention | 0.429    | 0.149    |

Inner model testing was conducted to examine the relationships between the variables in the model. This can be assessed by examining the R-squared and Q-squared values for the latent variables in the model. SmartPLS 4 was used to calculate both R-squared and Q-squared. The higher the R-squared value, the more accurate the model ([Hair Jr et al., 2021](#)). The findings can be interpreted as mindfulness and resilience having a 26.2% effect on work stress, while mindfulness and work stress have a 42.9% effect on turnover intention. Additional testing by checking the Q-Square value is necessary to determine whether the variable is relevant in building the model or equation. The value must be positive to have high predictive relevance. Because the Q-Square value is higher than 0, it means the model has a high predictive relevance.

Table 6. Path Coefficient & Significance of The Result

| Variable Relationship | Hypothesis                                     | Path Coefficient | T-Value | P-Value |
|-----------------------|------------------------------------------------|------------------|---------|---------|
| Direct Effect         | Mindfulness → Work Stress                      | -0.412           | 6.189   | 0.000   |
|                       | Mindfulness → Resilience                       | 0.249            | 4.120   | 0.000   |
|                       | Work Stress → Turnover Intention               | 0.578            | 9.441   | 0.000   |
|                       | Mindfulness → Turnover Intention               | -0.141           | 2.446   | 0.014   |
| Indirect Effect       | Mindfulness → Work Stress → Turnover Intention | -0.238           | 2.456   | 0.000   |
| Moderation Effect     | Mindfulness x Resilience → Work Stress         | 0.184            | 2.294   | 0.000   |

The results indicate that mindfulness has a significant negative effect toward work stress ( $p = 0.000$ ), work stress has a significant positive effect towards turnover intention ( $p = 0.000$ ), work stress mediates the effect of mindfulness on turnover intention ( $p = 0.000$ ), and mindfulness has a significant positive effect on resilience ( $p = 0.000$ ). Resilience significantly moderated the effect of mindfulness on work stress, with a path coefficient value of 0.18. This means that resilience can significantly strengthen the effect of mindfulness on work stress. Based on these results, all hypotheses were accepted.

## 4.2. Discussion

This study aimed to explore the role of mindfulness in influencing turnover intention, considering the mediating role of work stress. The findings of this study show that work stress has a significant positive impact on turnover intention, meaning that an increase in stress levels among salespeople will increase the likelihood of them leaving the company. This emphasizes that high stress levels are directly correlated with an increased intention to leave ([Lubis et al., 2024](#)). Work stress, arising from job responsibilities, particularly in the sales profession, is a key factor that drives individuals to decide to leave the organization ([Ningsih & Yunita, 2024](#)). Thus, work stress is not only a transactional issue but also an important indicator that can predict turnover intention in the hospitality industry.

The increasing complexity of salespeople's work in recent years has also contributed to the rise in stress levels. Salespeople are not only required to focus on selling products but are also expected to have a strategic mindset and act as consultants for their clients. This clearly adds to their workload and contributes to increased work-related stress. The changing roles in this job exacerbate the pressure experienced by salespeople. Therefore, the stress they face is not merely a result of the usual workload but a direct consequence of growing expectations regarding their performance ([Saba, 2024](#)). This study

shows that increasing pressure on salespeople's work raises the likelihood of turnover if not properly addressed.

Mindfulness has emerged as a potential intervention for reducing work-related stress among salespeople. It helps individuals focus on the present moment without judgment, allowing them to cope with pressure in a more accepting and controlled way ([Harsono, 2023](#)). This study emphasizes that by enhancing mindfulness, salespeople can minimize the negative impact of work-related stress. Individuals who develop mindfulness skills can manage stress more effectively, reducing their tendency to become overwhelmed by feelings of pressure ([Micklitz et al., 2021](#)). Thus, mindfulness not only acts as a tool to reduce stress but also changes the way individuals process and respond to stress in the context of their work, which, in turn, can lower turnover intention.

Resilience moderated the impact of mindfulness on stress management. High resilience allows individuals to cope more effectively, even in high-pressure situations ([A. E. Putri & Laeli, 2024](#)). Resilience helps individuals remain resilient and effective in facing challenges that arise at work ([Fang et al., 2024](#)). This suggests that mental resilience is a crucial component in maximizing the benefits of mindfulness, as individuals with stronger resilience can cope with stress in a more adaptive and innovative way. Additionally, resilience allows individuals to recover more quickly from failures or obstacles at work.

Resilience plays a key role in helping individuals find creative solutions to the challenges they face ([Asthana, 2021](#)). Resilience provides individuals with the opportunity to think clearly and act effectively in high-pressure situations ([Dunan & Karundeng, 2025](#)). Therefore, mindfulness, supported by strong resilience, results in a greater ability to cope with stress and challenges. This resilience enhances the effectiveness of mindfulness in managing work stress, as it provides a more stable and flexible mental foundation for individuals to overcome the various pressures that arise ([Setiawan, 2024](#)).

While mindfulness and resilience make significant contributions to work stress management, other external factors, such as social support and a conducive work environment, play equally important roles. The support received from supervisors and coworkers can directly influence an individual's ability to manage stress ([Ekayanti, Marwan, & Mulyati, 2023](#)). By creating a supportive work environment, companies can strengthen mindfulness interventions by fostering an organizational culture that prioritizes employees' mental well-being ([Wu, Roemer, Kent, Ballard, & Goetzel, 2021](#)). Therefore, mindfulness should be viewed as part of a broader approach to stress management in the workplace, which also includes social support and a supportive organizational culture.

It is important to note that this study has significant limitations, namely, that it is confined to a single company in Indonesia. This limits the ability to generalize the findings to a broader population sample. By expanding the scope of the research, a more comprehensive understanding of the relationship between mindfulness, work stress, and turnover intention across different types of organizations and countries can be obtained. Future research should also consider other factors that may influence turnover, such as effective leadership, training focused on developing interpersonal skills, and good time management ([Hommelhoff, Keller, & Stemmler, 2025](#)). Understanding the relationship between these factors can provide deeper insights into how companies can reduce their turnover rates. By adding more variety to the research, more comprehensive results can be obtained, covering various variables that may play a role in reducing stress and turnover intention.

Companies must integrate mindfulness into their employee wellness policies in a more structured and sustainable manner. As highlighted by this study, mindfulness is not just a short-term technique; it should be part of a long-term, holistic approach to employee well-being ([Davidson, 2021](#)). By doing so, companies can gain more significant benefits in terms of stress management and employee retention. This step also underscores the importance of organizations taking employee mental well-being more seriously, ensuring that employees are not only productive but also emotionally healthy ([Wu et al., 2021](#)).

This study confirms that mindfulness plays a crucial role in reducing work-related stress and lowering turnover intention. Mental resilience, which moderates the effect of mindfulness on work stress, has been shown to have a greater impact on helping individuals cope with pressure. These findings highlight the psychological mechanisms through which mindfulness buffers occupational stress and its downstream effects on employee retention. Therefore, companies should consider implementing mindfulness in their wellness policies, reinforcing it through the development of mental resilience and a supportive work culture. Such integrated interventions not only address individual well-being but also align with organizational goals by reducing costly turnover and sustaining high performance teams. This strategy is expected to strengthen employee retention, enhance productivity, and create healthier work environments.

## 5. Conclusion

### 5.1. Conclusion

This study aimed to investigate the role of mindfulness in reducing turnover intention among sales employees, with work stress acting as a mediating variable and resilience serving as a moderating factor in the relationship between mindfulness and stress. The results provide strong empirical evidence that mindfulness does not directly reduce turnover intention but rather exerts its influence indirectly by lowering work-related stress. In other words, employees who practice higher levels of mindfulness are better equipped to manage the psychological pressures of their jobs, which in turn decreases their desire or intention to leave the organization.

Furthermore, the study reveals that resilience plays a crucial role in strengthening the effectiveness of mindfulness. Individuals with higher psychological resilience are more likely to benefit from mindfulness practices because their emotional flexibility and adaptability enhance their ability to cope with stressful situations. This interaction suggests that resilience functions as an important personal resource that amplifies the positive effects of mindfulness at work. Taken together, the findings of this study offer valuable insights for human resource development (HRD) and organizational leaders. Psychological factors, such as mindfulness and resilience, should be recognized not only as individual traits but also as strategic competencies that can be cultivated and supported through organizational interventions. Implementing mindfulness-based training programs, resilience workshops, and comprehensive employee wellness initiatives can serve as effective approaches to reduce stress, foster mental well-being, and ultimately lower turnover intention, especially in high-stress roles, such as sales.

### 5.2. Limitation and Suggestion

The study was conducted using samples and populations from only one company and was limited to the sales department. Additionally, by proactively investing in employees' psychological development, organizations can enhance overall job satisfaction, boost employee engagement, and build a more stable and committed workforce. Future research is encouraged to explore the long-term effects of such interventions across different sectors and organizational levels, as well as to assess other potential moderating variables that may influence the stress-turnover relationship.

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