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**The Relationship between Trait Mindfulness and Turnover Intention Mediated
by Burnout and Job Satisfaction among Flight Attendants
in the Middle East**

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Abstract

This study explored the effect of trait mindfulness on turnover intention mediated by burnout and job satisfaction among flight attendants working with airlines in the Middle East. A quantitative approach was employed, surveying 127 flight attendants working in various airlines in the Middle East using convenient sampling method. The participants were recruited through social media platforms over the duration of ten weeks. Four questionnaires were utilized in this study, which were Five-Facet Mindfulness Questionnaire (FFMQ-15), Oldenburg Burnout Inventory (OLBI), Job Satisfaction Survey (JSS), and Turnover Intention Scale (TIS-6). The data was analyzed by applying path analysis via multiple regression. The study found a direct negative correlation between trait mindfulness and turnover intention. There was an inverse relationship between trait mindfulness and turnover intention. Furthermore, the finding indicated an indirect relationship between trait mindfulness and turnover intention mediated by burnout and job satisfaction. However, trait mindfulness became a non-significant predictor of turnover intention when involving the other study variables, namely burnout and job satisfaction. Besides, the results indicated that job satisfaction was a mediator between burnout and turnover intention. Also, job satisfaction was not predicted by trait mindfulness. The study broadened the base of literature trait mindfulness in high-stress occupations and offered practical implications for airline management in promoting employee well-being and retention.

Keywords: Trait Mindfulness, Job Satisfaction, Burnout, Turnover Intention, Flight Attendants, The Middle East, Aviation

Introduction

One of the challenges that commercial airlines globally are facing is high turnover intention (Chen, 2006; Rawashdeh et al., 2022). Lower employee retention and increased employee attrition can result in more frequent recruitment and on-boarding training which can pose a significant financial burden on the airlines (Qasim, 2020; Rawashdeh et al., 2022; Shehada, 2015). Shehada (2015) highlighted that the expense associated with replacing a single employee could escalate to an amount equivalent to four times their annual salary. Employees' turnover did not only affect companies' budget on recruiting and training new hires, but also affected the operation (Bothma & Roodt, 2013). This is ultimately deemed a gain for rival firms.

Flight attendants are the face of the airlines and play a crucial role in passengers' loyalty and satisfaction (Babbar & Koufteros, 2008; Ozel & Hacıoglu, 2021). Despite the appealing aspects the profession such as privilege of traveling, glamorous lifestyle and other fringe benefits, flight attendants bear the intense emotional demands, irregular working hours, and having direct contact with customers (Griffiths & Powell, 2012; Ribeiro-Silva et al., 2016). Not only do flight attendants have to meet companies' standards, but they are also required to meet or even go beyond customers' expectations (Visaratanunta, 2018). As a result, the emotional demand and intensity of pressure experienced by flight attendants are exceedingly high, (Griffiths & Powell, 2012) contributing to flight attendants wanting to leave their profession (Chen et al., 2023). Job satisfaction went down due to the pandemic outbreak (Shin et al., 2022). Factors such as unforeseen hijackings and airborne communicable diseases have been significantly contributing to the stress experienced by flight attendants.

Burnout is highly prevalent among customer-facing employees who interact directly with clients (Reis et al., 2014), and it is not limited to the human services, health, and education fields (Ozel & Hacıoglu, 2021). Statistics show that burnout could result in increased turnover intention (Robinson, 2018).

Statistics show that mindfulness training has emerged as a valuable tool in reducing work disengagement and burnout, ultimately contributing to a lower turnover intention (Dsouza et al., 2023). Furthermore, various literature confirmed that mindfulness training can alleviate emotional exhaustion (Bazarko et al., 2013; Dsouza et al., 2023; Latino et al., 2021; Suyi et al., 2017) and boost job satisfaction (Hulsheger et al., 2013).

This study was conducted to assess the direct relationship between trait mindfulness and turnover intention, and the indirect relationship between the two as mediated by burnout, job satisfaction and turnover intention among flight attendants in the Middle East. The result of this study can benefit airlines, flight attendants and mental health professionals working with this population.

Literature Review

Trait mindfulness, or dispositional mindfulness, is an inherent quality and ability to focus on and sustain attention towards current experiences with an open and noncritical mindset (Bravo et al., 2018; Tang & Tang, 2020). An individual who has high trait mindfulness shows the inclination to have mindful characteristics in daily life (Bravo et al., 2018; Tang & Tang, 2020). Trait mindfulness seems to remain consistent across time and can be achieved with the practice of mindfulness in which state mindfulness is the byproduct of mindfulness practice (Carpenter, Conroy, Gomez et al., 2019; Kiken, Garland, Bluth et al., 2015). The practice of mindfulness holds an essential role in enhancing employees' effectiveness in the workplace (Dane & Brummel, 2013). Furthermore, trait mindfulness has been found to benefit people professionally by increasing concentration, which could aid in preventing potential hazards. One study conducted on airline pilot in China reported that the ability to center the focus in the present moment gained from mindfulness practice can heighten ability to notice imminent harm (Ji, Yang, Li et al., 2018). People who practice mindfulness can focus more on the present moment (Mesmer-Magnus et al., 2017). Given the benefits of trait mindfulness in enhancing focus and preventing hazards, it is essential to consider how these qualities can mitigate the risk of burnout in emotionally demanding work environments. The negative significant relationship between trait mindfulness and burnout can be found in several studies among employees in various fields (Bazarko et al., 2013; Charoensukmongkul & Suthatorn, 2018; Malinowski & Lim, 2015; Mesmer-Magnus et al., 2017; Powell, 2020; Slutsky et al., 2018; Taylor & Millear, 2016). However, one study concluded that significant impact of trait mindfulness on burnout was not found (Suyi et al., 2017).

Burnout is illustrated as a consequence of emotional exhaustion, weariness, disengagement, decreased effectiveness and decreased sense of accomplishment resulting from extended engagement with emotionally challenging work environments over a long time (Benedetto & Swadling, 2014; Green & Kinchen, 2020; Reis et al., 2014; Schaufeli & Greenglass, 2001; Taylor & Millear, 2016). In a work-related context, employees experiencing burnout are unable to perform up to their full potential and lose the ability to solve problems productively (Uchmanowicz, Karniej, Lisiak et al., 2020). Most employees with burnout syndrome often hold pessimistic views of their jobs rooted in job disengagement. Studies have indicated that emotional exhaustion can have an adverse impact on both individuals and companies in terms of diminished job satisfaction and improper behavior towards colleagues and customers (Charoensukmongkul & Suthatorn, 2018). The negative consequences of burnout highlight the need for job satisfaction, which plays a crucial role in employee well-being and overall organizational performance. Various studies among aviation personnels, education staffs and nurses reported that burnout and job satisfaction were negatively correlated (Jurado et al., 2019; Mohamed et al., 2020; Oliveira et al., 2018; Ozel & Hacıoglu, 2021; Uchmanowicz et al., 2020).

According to Hoppock (1935), job satisfaction was defined as a blend of psychological, physiological, and environmental factors that led an individual to genuinely express contentment with their work. Job satisfaction has been widely studied among scholars

(Booyesen, 2008; Spector, 1997). Employees who find job satisfaction tend to work more effectively and efficiently as they exert more on their tasks (Awang & Yusuf, 2020; Thangaswamy & Thiyagaraj, 2017). Consequently, companies benefit from improved productivity, potentially leading to increased profits. Furthermore, job satisfaction can be an indicator of the effectiveness of the operating procedures in the organization (Spector, 1997). Previous research indicated that job satisfaction was inversely related to turnover intention among healthcare professionals (Lu et al., 2017; Shahnazi et al., 2014; Solberg et al., 2013) and hospitality workers (Zopiatis et al., 2013). Since job satisfaction is linked to employee engagement and productivity, it can significantly impact turnover intention in the workplace.

Turnover intention referred to the probability that an employee may resign from their present job (Belete, 2018). Turnover intention could have long-term catastrophic impact on the firms in tourism and hospitality field (Belete, 2018; Guzeller & Celiker, 2019). Not only can turnover intention harm the organization financially, but it can also affect employee performance, ultimately impacting customer satisfaction (Guzeller & Celiker, 2019). Organizations in hospitality field should consider taking a preventative approach to address the factors contributing to turnover intention. Although it was reported that turnover intention and the actual rate of employee resignation were correlated by many researchers, one study argued that turnover intention was unable to entirely predict the actual turnover rate (Cohen et al., 2015).

Statistics confirmed that trait mindfulness was negatively correlated to turnover intention (Dane & Brummel, 2013; Lee et al., 2021; Reb et al., 2017). Previous literature showed that trait mindfulness significantly predicted turnover intention through an indirect mediation of job satisfaction among bachelor degree level students of business major and government officials in Taiwan (Lin et al., 2021). Catalasakal (2016) reported that job satisfaction was predicted by trait mindfulness.

Burnout could result in increased turnover intention (Rajendran et al., 2019; Robinson, 2018; Salama et al., 2022; Suñer-Soler et al., 2014; Yang & Kim, 2020; Zhang et al., 2021). A significant negative relationship between burnout, turnover intention and job satisfaction can be found in prior literatures across the fields such as education and healthcare (Madigan & Kim, 2021; Scanlan & Still, 2019; Wang et al., 2020).

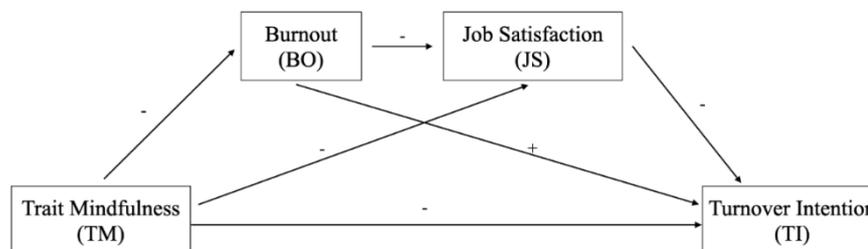
Research Methodology

The research was conducted on 127 flight attendants working in various airlines in the Middle East. G-Power 3.1 for a multiple regression analysis with a medium effect size, alpha value of .05, statistical power value of .8, and four predictors were used to determine the minimum required sample size of 85 (Faul et al., 2009). In order to increase statistical power and enhance the generalizability of the result, the sample size was increased to 127 flight attendants. The study employed path analysis and multiple regression to measure the direct and indirect relationship of both trait mindfulness and turnover intention mediated by burnout and job satisfaction.

Conceptual Framework

Figure 1

Conceptual Framework



Research Hypotheses

1. There is a direct negative relationship between trait mindfulness and turnover intention such that the higher the trait mindfulness, the lower the turnover intention.
2. There is an indirect relationship between trait mindfulness and turnover intention mediated by burnout and job satisfaction such that the higher the trait mindfulness, the lower the burnout and the higher the job satisfaction, the lower the turnover intention.

Theoretical Framework

The JD-R model indicated that job demands, such as high workloads and emotional strain, can lead to burnout when not counterbalanced by sufficient job resources, such as social support and autonomy (Bakker & Demerouti, 2007). In this study, JD-R model was used in this study to explain how trait mindfulness as a job resource could influence burnout and initially affect turnover intention. Job demand was the accumulated work stress, time difference, emotional demands from passengers which contributed to burnout. Job resources was trait mindfulness. Previous literature found that JD-R impacted burnout where job demands heightened the level of burnout and job resources diminished the level of burnout (Kim & Wang, 2018). Recent study on JD-R model reported that JD-R clearly explained the connection between job demands and job resources among the educators. Moreover, adequate job resources enriched mental and physical health. As a result, job resources promoted higher work performance and efficiency.

Sampling Method

A convenient sampling method was utilized. The participants in this study were flight attendants working for airlines in the Middle East. Eligible participants must be able to speak English fluently. Moreover, eligible participants must have already completed the initial training program and fulfilled all the airlines' requirements to operate the flights and must hold valid licenses (which could vary from airline to airline) to operate the flight legally, such as Crew ID, General Civil Aviation Authority (GCAA) license, etc.

Data Collection

After obtaining approval from the faculty and IRB, the participants were recruited through Facebook and Instagram over a period of ten weeks. The participants were asked to complete the survey on their own. Incomplete responses were excluded from the study. Contact information of the researcher was provided on the initial page of the survey. Initially, the participants in this study were flight attendants working for Emirates Airlines. In the fifth week of data collection, the questionnaire was opened to all flight attendants working with other airlines in the Middle East due to the lack of engagement.

Instrumentation

The survey comprised of eight parts which include informed consent form, eligibility checklists, demographic questionnaire, job-related questionnaire, and four questionnaires. Reliability analysis was performed in the form of Cronbach's alpha of each research instrument to establish their internal consistency reliability.

Five Facet Mindfulness Questionnaires – Short Form (FFMQ-15)

FFMQ-15 is an abbreviated version of 39-item FFMQ questionnaire developed by Baer and colleagues (Baer et al., 2006). FFMQ-15 is designed to measure five facets of trait mindfulness of the individual in everyday life which are “observing, describing, acting with awareness, non-judging, and non-reactivity” (Baer et al., 2006). The participants were asked to respond to a 5-point Likert scale for each statement ranging from ‘1’ - never to very rarely true and ‘5’ - very often or always true. In this study, only total scores were analyzed. Higher total scores indicate higher trait mindfulness. (Cronbach's Alpha = .771).

It was reported that the validity and reliability of short-form FFMQ is aligned with long-form FFMQ (Baer et al., 2012). Shallcross et al. (2020) reported internal consistency of 39-item FFMQ of .82 to .93 among 240 adults with depressive symptoms in the study. In the same way, the internal consistency of FFMQ-15 is .80 to .85 (Baer et al., 2012).

The Oldenburg Burnout Inventory (OLBI)

OLBI is a 16-item questionnaire that measures an individual's burnout level from work. The English translation version was used in this study. OLBI measures two components of burnout, which are 8 items for exhaustion and 8 items for disengagement from work. The instruction was to respond to a 4-point Likert scale with '1' is strongly disagree and '4' is strongly agree. Higher score indicates higher burnout. In this study, only total scores were analyzed. (Cronbach's Alpha = .833).

According to Khan and Yusoff (2016), Cronbach's alpha of this scale was .83, which showed strong internal consistency. Furthermore, construct validity was established through the application of Factor Analysis.

Job Satisfaction Survey (JSS)

JSS consists of 36 items designed to evaluate employee perspectives on the job and various related components (Spector, 1985). JSS measures nine components. Within nine components, Spector divided them into two sub-components which are 1. performance-based rewards, including pay, promotion, supervision, fringe benefits, contingent rewards and 2. required rules and procedures, including operating procedures, coworkers, nature of work, and communication. The participants were asked to reply to each statement using a 6-point Likert scale, where '1' indicated strong disagreement and '6' indicated strong agreement. Higher score indicates higher job satisfaction (Spector, 1985). In this study, total scores were analyzed. (Cronbach's Alpha = .829).

The internal consistency of the original version is .91 (Booyesen, 2008; Spector, 1985). The JSS showed consistency across diverse economic and cultural backgrounds (Batura, Skordis-Worrall, Thapa et al., 2016). One study conducted in Nepal reported the internal consistency at .759. Content and criterion-related validity have also been established (Booyesen, 2008).

Turnover Intention Scale (TIS-6)

Abbreviated version of the 15-item Turnover Intention Scale (TIS), known as, TIS-6, were used as a measurement tool to assess an individual's intent to resign or stay within an organization (Bothma & Roodt, 2013; Roodt, 2004). There are six items. The participants were instructed to respond to a 5-point Likert scale for each statement where '1' is never or very satisfying or highly unlikely and '5' is always or totally dissatisfying or highly unlikely. Scores exceeding 18 demonstrate a leaning towards leaving the organization. In this study, only the overall scores were analyzed. (Cronbach's Alpha = .750).

The internal consistency of TIS-6 is .80 (Bothma & Roodt, 2013). Factorial validity has been established. Permission was obtained from Prof. Roodt to use the TIS-6 scale in this study.

Data Analysis

The researcher presented descriptive statistics to provide information about the participants based on demographic information including mean and standard deviation. Next, path model via multiple regression analysis was conducted using the IBM SPSS Statistics version 29 for Mac. Two linear multiple regression analyses were conducted to analyze the hypothesis path model. Investigation of mediation effects were conducted via PROCESS MACRO v4.2 (Hayes, 2022).

Results

Participants (N=127, 73% female, 11.5% male, 1.4% prefer not to say) were flight attendants working with airlines in the Middle East (68.9% Emirates Airlines, 5.4% Etihad Airways, 7.4% Qatar Airways, 2% Kuwait Airways and 2% Flydubai) completed the questionnaire online. The demographic data of participants is shown in Table 1 below.

Table 1*Demographic Data of Participants*

Total Respondents	Frequency	Percent	Cumulative Percent
<i>Sex</i>			
Male	17	11.5	13.4
Female	108	73	98.4
Prefer not to say	2	1.4	100
<i>Age</i>			
22	1	0.7	0.8
23	3	2.4	3.1
24	4	2.7	6.3
25	3	2.4	8.7
26	4	2.7	11.8
27	8	6.3	18.1
28	11	7.4	26.8
29	4	2.7	29.9
30	8	5.4	36.2
31	18	12.2	50.4
32	10	6.8	58.3
33	7	4.7	63.8
34	12	8.1	73.2
35	9	6.1	80.3
36	2	1.4	81.9
37	4	2.7	85
38	6	4.1	89.8
40	1	0.7	90.6
41	1	1.4	92.1
42	2	1.4	93.7
43	1	0.7	94.5
44	2	1.4	96.1
45	2	1.4	97.6
46	1	0.7	98.4
48	2	1.4	100
<i>Racial / Ethnic Groups</i>			
White	18	12.2	14.2
Asian	93	62.8	87.4
Black or African American	1	0.7	88.2
Hispanic or Latino	8	5.4	94.5
Middle Eastern / Arab	1	0.7	95.3
Multiracial / Biracial	3	2	97.6
Prefer not to answer	3	2	100
<i>Educational Level</i>			
High school Certificate	8	5.4	6.3
Vocational School	2	1.4	7.9
Bachelor Degree	97	65.5	84.3
Master Degree	20	13.5	100

Total Respondents	Frequency	Percent	Cumulative Percent
<i>Airlines (currently working with)</i>			
Emirates Airlines (EK)	102	68.9	80.3
Etihad Airways (EY)	8	5.4	86.6
Qatar Airways (QR)	11	7.4	95.3
Kuwait Airways (KU)	3	2	97.6
Flydubai (FZ)	3	2	100
<i>Rank</i>			
Grade 2 / Economy Class	39	26.4	30.7
Grade 1 / Business Class	48	32.4	68.5
FG / First Class	18	12.2	82.7
Cabin Supervisor / Cabin Senior	11	7.4	91.3
Purser / Cabin Manager	11	7.4	100
<i>Trainer at Training College</i>			
Yes	1	0.7	0.8
No	126	85.1	100
<i>Length of Employment (excluding COVID-19 gap)</i>			
Less than a year	14	9.5	11.1
1 - 3 years	29	19.6	33.9
4 - 6 years	19	12.8	48.8
7 - 9 years	40	27	80.3
10 - 12 years	6	4.1	85
13 - 15 years	6	4.1	89.8
16 years or above	13	8.8	100
<i>Average Flying Hours (Monthly)</i>			
Below 50 hours	1	0.7	0.8
51 - 65 hours	1	0.7	1.6
66 - 80 hours	9	6.1	8.7
80 - 95 hours	64	43.2	59.1
96 - 100 hours	50	33.8	98.4
111 hours or above	2	1.4	100
<i>Average Monthly Salary (base salary + flying pay + allowance excluding housing allowance)</i>			
Below 6,000 AED (Below 1,630 USD)	1	0.7	0.8
6,000 - 7,999 AED (1,631 - 2,178 USD)	1	0.7	1.6
8,000 - 9,999 AED (2,179 - 2,722 USD)	14	9.5	12.6
10,000 - 11,999 AED (2,723 - 3,267 USD)	36	24.3	40.9
12,000 - 13,999 AED (3,268 - 3,811 USD)	33	22.3	66.9
14,000 - 15,999 AED (3,812 - 4,355 USD)	17	11.5	80.3
16,000 - 17,999 AED (4,356 - 4,900 USD)	8	5.4	86.6
18,000 - 19,999 AED (4,901 - 5,455 USD)	6	4.1	91.3

Total Respondents	Frequency	Percent	Cumulative Percent
20,000 - 21,999 AED (5,456 - 5,989 USD)	5	3.4	95.3
22,000 - 24,999 AED (5,990 - 6,806 USD)	2	1.4	96.9
25,000 AED or above (6,807 USD or above)	4	2.7	100

Note: N=127

Table 2 showed mean scores (M) and standard deviation (SD) of all variables: trait mindfulness ($M = 52.268$), burnout ($M = 41.461$), job satisfaction ($M=124.850$) and turnover intention ($M = 19.478$). The mean total scores were above the scale-total mid-points. The score explained that the population had moderate to high burnout. In addition, based on the score, almost 70% of the population could be considered highly mindful and somewhat satisfied with their current profession. Based on the mean score of TIS-6 which was above 18, it indicated that the population, on average, intended to leave the profession.

Table 2

Means and Standard Deviation for the Main Computed Variables

Variables	Mean	S.D.	Minimum
Trait mindfulness	52.268	8.314	28
Burnout	41.461	8.805	20
Job Satisfaction	125.158	20.068	76
Turnover Intention	19.477	4.73	8

Path Analysis via Multiple Regression to test Hypotheses

Path analysis via Multiple Regression was conducted through SPSS Version 29 to test the hypothesized model. The results of multiple analysis were shown in Table 3 and Figure 2.

Table 3 presents the result of path Analysis via multiple regression of the relationship between trait mindfulness and turnover intention mediated by burnout and job satisfaction. The results from Model 1 showed that the model was significant and accounted for 11.6% of the variance in the outcome variable, namely burnout. A negative significant relationship between trait mindfulness and burnout were observed ($\beta = -.340, p < .001$). Model 2 indicated that the model was significant and explained 26.5% of the variance in job satisfaction, the outcome variable. Besides, model 2 indicated a positive insignificant relationship between trait mindfulness and job satisfaction ($\beta = .055, p > .001$). In addition, negative significant relationship between burnout and job satisfaction was identified ($\beta = -.493, p < .001$). The results from Model 3 showed that the model was significant and accounted for 47.5% of the variance in the outcome variable, namely turnover intention. Besides, Model 3 suggested the direct relationship between trait mindfulness and turnover intention was not significant ($\beta = -.022, p > .001$). However, there was a positive significant relationship between burnout and turnover intention ($\beta = .336, p < .001$). In addition, the relationship between job satisfaction and turnover intention were negative and significant ($\beta = -.445, p < .001$). Model 4 showed that the model was significant and accounted for 5.6% of the variance in turnover

intention. Moreover, model 4 indicated a direct negative significant relationship between trait mindfulness and turnover intention ($\beta = -.236, p < .001$).

Therefore, hypothesis 1, which stated that there is a direct negative relationship between trait mindfulness and turnover intention such that the higher the trait mindfulness, the lower the turnover intention, was partially supported by the analysis. However, in combination of other study variables, namely burnout and job satisfaction, trait mindfulness was not a significant predictor of turnover intention according to the analysis. The isolation of trait mindfulness on turnover intention was observed on regression weight ($c = -.236$). Despite being statistically significant, the relationship was weak when comparing the variance in the outcome in model 1 and model 3 shown on table 3.

Burnout and job satisfaction were positively correlated to the turnover intention with moderate regression weight ($b_1 = .336, p < .001$ and $b_2 = -.445, p < .001$, respectively). The results of this study suggested that it appeared that the population might be generally mindful, their intention to quit their current airline was significantly influenced by their levels of burnout and job satisfaction.

Table 3

Results of Path Analysis via Multiple Regression of the Relationship between Trait Mindfulness and Turnover Intention Mediated by Burnout and Job Satisfaction (N = 127)

Models	Predictors	B	SE	β	t	p	Beta 95% CI		R ²
							LL	UL	
Model 1	TM	-0.36	0.089	-0.34	-4.04	0	-0.536	-0.184	0.116
	(Outcome: BO)								
Model 2	TM	0.126	0.187	0.055	0.675	0.5	-0.245	0.498	0.265
	BO	-1.067	0.177	-0.493	-6.021	0	-1.416	-0.715	
(Outcome: JS)									
Model 3	TM	-0.013	0.04	-0.022	-0.32	0.75	-0.091	0.066	0.475
	BO	0.181	0.042	0.336	4.256	0	0.097	0.265	
	JS	-0.111	0.019	-0.445	-5.843	0	-0.148	-0.073	
(Outcome: TI)									
Model 4	TM	-0.134	0.05	-0.236	-2.712	0.01	-0.232	-0.036	0.056
(Outcome: TI)									

Note: TM = Trait Mindfulness, BO = Burnout, JS = Job Satisfaction, TI = Turnover Intention

Table 4 presents the mediation analysis, which indicates a significant indirect effect of trait mindfulness on turnover intention through burnout, with an indirect effect size of -.114. Similarly, significant mediation effect between burnout and job satisfaction in serial mediation were found on the relationship between trait mindfulness and turnover intention, with the indirect effect size of -.075. Therefore, hypothesis 2, which stated that there is an indirect relationship between trait mindfulness and turnover intention mediated by burnout and job satisfaction such that the higher the trait mindfulness, the lower the burnout and the higher the job satisfaction, the lower the turnover intention, was supported. Moreover, the analysis showed that the relationship between trait mindfulness and turnover intention mediated by job satisfaction was insignificant.

Table 4

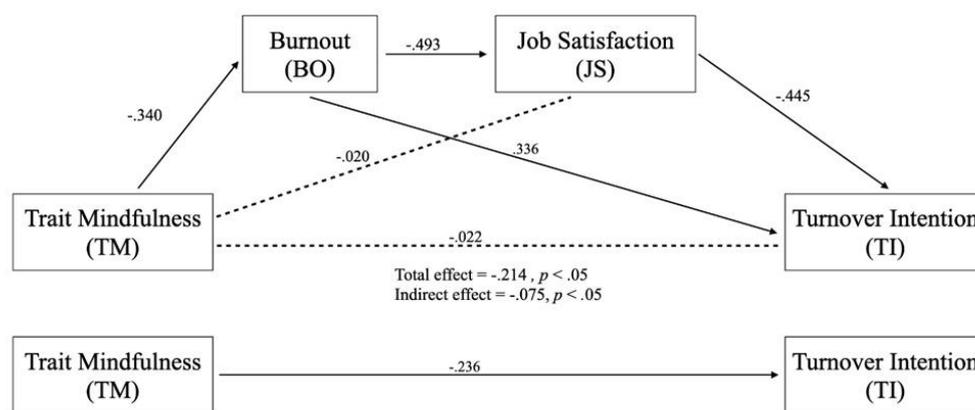
Indirect Effects of Trait Mindfulness on Turnover Intention Mediated by Burnout and Job Satisfaction

Indirect Effects		Bias-correlated Bootstrap Beta 95% CI	
		LL	UL
TM>BO>TI	-0.114*	-0.214	-0.038
TM>JS>TI	-0.02	-0.099	0.043
TM>BO>JS>TI	-0.075*	-0.138	-0.025

Note: *= $p < .001$, TM=Trait Mindfulness, BO = Burnout, JS = Job Satisfaction, TI = Turnover Intention

Figure 2

Path Model of the Direct and Indirect Effect of Trait Mindfulness on Turnover Intention Mediated by Burnout and Job Satisfaction



Discussion

Descriptive statistics indicated that flight attendants in the Middle East were generally mindful, burnout, dissatisfied with the job and inclined to leave the job. According to the analysis, all hypotheses were supported. From path analysis, the direct relationship between trait mindfulness and turnover intention in isolation was significant which was aligned with existing studies (Dane & Brummel, 2013; Lee et al., 2021; Raza, Ali, Naseem et al., 2018; Reb et al., 2015). However, upon introducing the other study variables (burnout and job satisfaction), the relationship of trait mindfulness and turnover intention became non-significant which was consistent with the work of Dane and Brummel (2013) and other scholars (Bi & Ye, 2021; Lee et al., 2021; Reb et al., 2015).

Several studies reported that trait mindfulness was a predictor of burnout and both variables were inversely related (Bazarko et al., 2013; Bi & Ye, 2021; Charoensukmongkul & Suthatorn, 2018; Fabbro et al., 2020; Jha, 2021; Malinowski & Lim, 2015; Mesmer-Magnus et al., 2017; Powell, 2020; Slutsky et al., 2018; Surguladze et al., 2018; Taylor & Millear, 2016; Tu, 2019; Wang et al, 2022; Zhang et al., 2024). Burnout and job satisfaction were major

factors in predicting the likelihood of employees wanting to leave their jobs. The results also indicated job satisfaction predicted turnover intention which was aligned with earlier studies (Alam & Asim, 2019; Gebregziabher et al., 2020; Hakim et al., 2022; Li et al., 2019; Lu et al., 2017; Solberg et al., 2013; Suryawan et al., 2021; Zopiatis et al., 2013). However, this study found that trait mindfulness was not a significant predictor of job satisfaction and job satisfaction did not act as the intermediary between trait mindfulness and turnover intention among flight attendants in the Middle East.

Conclusion and Recommendations

Path analysis via multiple regression provided valuable insights that even though trait mindfulness has a direct negative significant impact on turnover intention, trait mindfulness lost its significance when burnout and job satisfaction were included. Although a relationship between trait mindfulness and turnover intention was identified, the regression weight was weak. The author concluded that the extent of the influence of trait mindfulness considered in isolation among flight attendants in the Middle East only minimally influenced their decision to resign from their position. The analysis indicated that burnout and job satisfaction could play more significant roles in influencing career longevity among flight attendants in the Middle East than trait mindfulness. The author inferred from these findings that flight attendants in the Middle East are likely to remain with their current airlines as long as they were satisfied and were not affected by burnout.

Even though trait mindfulness had a relatively minor effect on turnover intention, it remained a strong predictor of burnout. Therefore, airlines in the Middle East should prioritize identifying and implementing strategies to mitigate burnout and enhance job satisfaction among flight attendants. Firstly, airlines could consider implementing a mindfulness training program to equip flight attendants with techniques for managing distressing emotions and handling challenging customer interactions to reduce and prevent burnout. Implementing mindfulness programs by employers could lead employees to learn the appropriate ways to handle stress and elevate job satisfaction and positive outcomes among flight attendants (Ozel & Hacioglu, 2021). Song et al. (2021) reported that positive psychology could be utilized to manage burnout and emotional challenges associated with work. Secondly, airlines could establish an Employee Assistance Program (EAP), or if one already existed, they could actively encourage flight attendants to utilize these services. Thirdly, to address the issue of employees' reluctance to utilize EAP or counseling services provided by airline companies, airlines in the Middle East could establish and communicate clear policies to demonstrate transparency in their management practices. Hofmann Yvette and Strobel (2020) confirmed that transparency was linked to turnover intention by influencing job satisfaction among university professors. Finally, airlines in the Middle East could incorporate trait mindfulness assessments into their candidate evaluation process for flight attendant positions.

Limitations of the Study

While this study could provide insights into strategies for retaining flight attendants working with airlines in the Middle East, the author noted one limitation. It should be noted that this study's participants demographic was predominantly comprised of Asians and mainly from Emirates Airlines, potentially limiting its representation of flight attendants in the Middle East who hailed from a multinational background.

Avenues for Future Research

Since flight attendants may be both mentally and physically drained from their flights, a shorter survey could seem less time-consuming and less tiring. Moreover, the research should endeavor to gain more participants from diverse backgrounds to enhance the representation of the multinational flight attendant community in the Middle East. Future research could consider designing the study to explore how various races, nationalities and religious beliefs influence this population's decision to resign from their current organization. Since mindfulness practices are rooted in Buddhism, exploring similar concepts in Abrahamic religions could be valuable. The researcher could also conduct experimental studies which might provide concrete evidence and clearer insight into these theoretical models. In addition, future research could explore generational differences and could provide deeper insights into occupational behaviors. Lu and Gursoy (2013) and Abate et al. (2018) suggested that each generation has different perceptions of work ethics and emotional exhaustion, which could result in different levels of burnout, job satisfaction, and turnover intention. This was incongruent with the suggestion from Abate et al. (2018). Finally, further research on this topic should include multiple genders in the study so we can see the gender breakdown and how it impacts all variables. Another study indicated that women and LGBTQ individuals faced high stress and job burnout due to microaggression in workplace (DeBenedectis, 2021).

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