

## INTISARI

*Mindfulness* adalah kesadaran dan perhatian yang berfokus pada peristiwa yang terjadi saat ini, tidak menghakimi, dan penerimaan atas pengalaman saat ini. *Mindfulness* telah memberikan manfaat dalam berbagai bidang yaitu psikologi, kedokteran, dan manajemen. Namun, penelitian mengenai *mindfulness* masih memerlukan eksplorasi lebih lanjut dalam *setting* pekerjaan dan ilmu manajemen. Selain itu, riset *mindfulness* pada lintas level dan multilevel juga masih perlu dieksplorasi lebih lanjut. Tujuan penelitian ini yaitu pertama, menguji pengaruh positif *individual mindfulness* pada komitmen organisasional. Kedua, menguji pengaruh positif *team mindfulness* pada komitmen tim. Ketiga, menguji pengaruh positif *team mindfulness* pada komitmen organisasional. Keempat, menguji *respectful engagement* sebagai pemoderasi pengaruh positif *individual mindfulness* pada komitmen organisasional. Kelima, menguji kohesi tim sebagai pemoderasi pengaruh positif *team mindfulness* pada komitmen tim.

Penelitian ini dilakukan dalam kurun waktu empat bulan dari November 2021 sampai Februari 2022 dengan menggunakan desain riset survei pada tujuh belas organisasi yang termasuk dalam *high-reliability organization* (HRO) yaitu organisasi yang beroperasi dalam lingkungan yang berisiko tinggi dan berusaha menghindari kesalahan yang berdampak katastrofik. Sampel yang digunakan sebanyak 461 responden yang berasal dari 67 tim kerja yang memiliki karakteristik HRO yaitu *preoccupation with failure*, *reluctance to simplify interpretations*, *sensitivity to operations*, *commitment to resilience*, dan *deference to expertise*. Pengujian hipotesis pada level individual dan lintas level menggunakan HLM (*hierarchical linear modeling*), sedangkan pengujian pada level tim menggunakan *hierarchical multiple regression*. Selanjutnya, pengujian hipotesis dengan variabel pemoderasi pada level individual dan level tim menggunakan *moderated regression analysis* (MRA) dengan PROCESS v4.0 Andrew F. Hayes.

Hasil penelitian mendukung seluruh hipotesis. Penelitian ini juga turut memberikan kontribusi teoretis, empiris, dan praktis. Secara teoretis, penelitian ini mendukung teori *conservation of resources* (COR) dan teori *broaden-and-build*. Temuan penelitian ini juga memberikan kontribusi empiris dalam konteks HRO terkait *mindfulness* dalam *work-setting* secara lintas level dan multilevel yang dikaitkan dengan komitmen, serta peran pemoderasian dari *respectful engagement* dan kohesi tim. Kontribusi praktis temuan penelitian ini yaitu organisasi dapat mempertimbangkan pentingnya *mindfulness* dalam peningkatan komitmen karyawan. Selain itu, organisasi juga dapat mendorong terciptanya hubungan berkualitas tinggi melalui *respectful engagement* dan mendukung kohesi tim dalam unit kerja.

Kata Kunci: *individual mindfulness*, kohesi tim, komitmen organisasional, komitmen tim, *respectful engagement*, teori *broaden-and-build*, teori *conservation of resources* (COR), *team mindfulness*

## ***ABSTRACT***

Mindfulness is awareness and attention focused on current events, non-judgement, and acceptance of the present experience. Mindfulness has provided benefits in various fields, namely psychology, medicine, and management. However, research on mindfulness still requires further exploration in work settings and management science. In addition, mindfulness research at cross-level and multilevel also needs to be explored further. The purpose of this study is first to examine the positive effect of individual mindfulness on organizational commitment. Second, examine the effect of positive team mindfulness on team commitment. Third, examine the effect of positive team mindfulness on organizational commitment. Fourth, examine respectful engagement as a moderator of the effect of positive individual attention on organizational commitment. Fifth, examine team cohesion as a moderator of the effect of positive team mindfulness on team commitment.

This research was conducted over a four-month period, from November 2021 to February 2022, using a survey research design in seventeen organizations that are classified as high-reliability organizations (HRO), namely organizations that operate in a high-risk environment and strive to avoid mistakes that have a catastrophic impact. The sample used consists of 461 respondents from 67 work teams that have HRO characteristics, namely preoccupation with failure, reluctance to simplify interpretation, sensitivity to operations, commitment to resilience, and deference to expertise. Hypotheses testing at the individual level and cross-level uses HLM (hierarchical linear modeling), while testing at the team level uses hierarchical multiple regression. Furthermore, hypothesis testing with moderating variables at the individual level and team level using moderated regression analysis (MRA) with PROCESS v4.0 Andrew F. Hayes.

The results of the study support all hypotheses. This research also contributes theoretically, empirically, and practically. Theoretically, this research supports the conservation of resources (COR) theory and the broaden-and-build theory. The findings of this study also provide an empirical contribution in the context of HRO related to mindfulness in cross-level and multi-level work settings that are associated with commitment, as well as the moderating role of respectful engagement and team cohesion. The practical contribution of this study is that organizations can consider the importance of mindfulness in increasing employee commitment. In addition, organizations can also encourage the creation of high-quality relationships through respectful engagement and support team cohesion within the work unit.

**Keywords:** individual mindfulness, team cohesion, organizational commitment, team commitment, respectful engagement, broaden-and-build theory, conservation of resources (COR) theory, team mindfulness