

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON EXTRA-ROLE PERFORMANCE MEDIATED BY INTRINSIC MOTIVATION AND MODERATED BY EMPLOYEE MINDFULNESS

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ABSTRACT

This study aims to examine the effect of transformational leadership on extra-role performance which is indirectly influenced by employee intrinsic motivation and strengthened by mindfulness. The characteristics of transformational leaders are motivating and inspiring will lead employees can build intrinsic motivation to support extra-role performance. Mindfulness is a popular topic that is proven to have a positive effect on individuals and organizations. By being attentive, aware, and present on occurs, mindfulness provides employees intrinsic motivation that lies within the person to support the relationship of transformational leadership on extra-role performance. This paper's approach uses an online survey to collect data on employees working in the different sectors in Indonesia and the methodology uses simple and multiple linear regression analysis processing with SPSS application. The result and analysis will be discussed in this paper.

Keywords: Transformational Leadership, Extra-Role Performance, Intrinsic Motivation, Mindfulness

1. Introduction

The increasingly dynamic business environment makes companies change their behavior in running a business where the efficiency aspect is still the main concentration to survive, especially in the post-pandemic conditions of COVID-19 (ppm management, 2023). Some companies initiate their organizational structure, redesign their business models, and maximize the competence of their resources. One of them is by involving employees in extra roles in additional jobs and responsibilities (Brigitte et.al, 2017). Contextually, extra-role performance can contribute to organizational effectiveness including employee volunteerism to perform task activities that are not formally part of the job and participate in working with others in the organization to complete tasks (Borman & Motowidlo, 1997). Hobfoll (2002) argues that extra-

role behavior is also related to the process of an individual in an effort to create and invest resources owned by the environment so that naturally an individual will continue to try to maximize and protect the object of resources, circumstances, personal characteristics, and strengths on an ongoing basis as a manifestation of self-respect and as a means of obtaining valued goals. Through job resources and a top-down approach, employees will get a room for self-development through providing support or input from superiors (Demerouti, 2015).

Employees who are willing to do extra roles are highly motivated employees, especially intrinsically motivated employees. This motivation comes from within the employee which is related to inherent interests and talents and becomes the reason for a person to act (Ryan & Deci, 2000). Companies can create a supportive organizational environment to foster intrinsic motivation in employees such as providing meaningful choices, providing rewards, where intrinsic motivation can benefit individual growth and employee well-being (Ruoxuan Li, 2023; Deci & Ryan, 2000). Employees who feel the creation of a reciprocal relationship between employees and the company is the reason why employees are willing to invest their efforts into work (Zacher and Jimmieson, 2013) through support from the organization and their superiors, they will be motivated to increase their efforts on behalf of the organization, this employee effort is a form of extra-role behavior (Lamm et.al, 2013). So it can be concluded that extra-role performance is work that is not formally recognized as a work achievement but emphasizes more on the inner achievements of each employee when carrying out this work because of the motivation by personal motivation.

The current state of the work environment is certainly different from the previous traditional work environment, the workplace in the 21st century now tends to be dynamic, the number of remote workers is increasing and organizations become more dependent on employee motivation and initiative (Ruoxuan Li, 2023). Meanwhile, standard economic theory states that individuals will react to price changes, if a behavior is rewarded, then more behavior will be displayed and will not do anything if it is punished (Frey, 1992). Indeed, companies expect that this price effect does not affect the behavior of employees who have a high intrinsic motivation to perform extra roles, in which case incentives do not change employees' intrinsic motivation because they are two things with different contexts (Bowles & Polanía-Reyes, 2012). So it can be assumed that extrinsic motivation is (implicitly) independent of intrinsic motivation even though these two types of motivation cannot be separated (Frey et al, 2002; Kuvaas, 2017).

Leaders can motivate employees to work harder by fulfilling their basic spiritual existence needs so that the output leads to higher levels of individual achievement (Fry, 2003; Kriger, 2009). These accomplishments are considered psychological capital and intrinsic motivation is an important component of employees' psychological needs that is useful for improving employees' innovative performance (Bin Li, 2023). Transformational leadership is a leadership style that can motivate employees to work with devotion and achieve organizational goals (Bass, 1985) through four dimensions that ideally influence, motivate inspiringly, stimulate intellectual knowledge, and approach individual consideration (Bass & Avolio, 1995). This style of leadership focuses on the benefits to employees, the organization, and society beyond personal interests (Ergeneli et.al, 2007) by providing clear insights, the influence of transformational leaders on the organization especially on employees such as creativity, commitment, and performance will increase (Judge & Piccolo, 2004; Lowe, Kroeck, & Siva Subramaniam, 1996; Shafi, 2020).

On a more global level, according to Self Determination Theory, companies need to fulfill employees' needs for autonomy, relatedness, and competence that can increase their intrinsic motivation (Deci, 2005). On a practical level, it is important for employees to be invited to participate in decision-making, this proves that managers listen to them and can understand their perspectives, that employees are given choices within the structure, receive positive feedback when they take initiative and non-judgmental feedback when they have problems (Stone, Deci, & Ryan, 2009). Autonomy and meaning have been found to be key factors for creating intrinsic motivation even though employees generally decide for themselves what they want to achieve through coaching and direction, but their goals need to be validated as their own (Kuvaas, 2017) so the role of transformational leaders is very helpful for employees in the process of finding meaning in what they do by motivating, providing knowledge, and being an example.

In line with the concept of Psychological Capital (PsyCap) which suggests that growth in organizations should focus on psychological development rather than education because human resources can serve as a competitive advantage. Human resources owned by the company are not easily replicated by competitors which include physical, structural, and financial resources including explicit and tacit knowledge (Fred Luthans, 2017). It is described as a condition of individual psychological development in a positive direction characterized by self-efficacy, optimism, hope, and resilience (Sumbol Fiaz, 2023). Thus, this aspect being a strong predictor of positive emotions, one's higher level of mindfulness can predict higher levels of positive emotions and can increase optimism which allows employees to build resources that can be used to overcome destructive organizational factors and build further personal resources (Suthatorm, 2022).

Employee motivation is very important for organizations because every problem requires physical, financial, and human resources to achieve goals. Through motivation, human resources can be maximally utilized by building employees' willingness to work. For example, a person who is intrinsically motivated will do a math problem because it is fun or he will look for a solution to a problem because it is challenging and will give him a good feeling after solving it. In these cases, no external rewards are important to the person, such as payment or prizes (Roberts, 1991 and Rothwell, 1992). This is not to say that extrinsic rewards are not important to a person, but they are not enough to keep the person motivated (Eisenberger and Cameron, 1996; Janssen, 2000; Mumford, 2000). Other rewards are intrinsic in nature that arise within a person after completing a particular task or job (joy, satisfaction, pride, etc.) while extrinsic motivation comes from external sources or forces such as salary, money, grades, etc. (Scott and Bruce, 1994; Irum Shahzadi et al, 2014).

In the same context, when the demand for extra-role performance can result in sustainable changes in the management structure but is not accompanied by the availability of transformational leaders who have not been able to motivate their employees (Zhao et al, 2016), psychological resources such as mindfulness may help leaders with low transformational levels to maintain positive behavior and employee performance in the work environment (Nubold et al, 2013; Brigitte, 2017). Mindfulness is considered a resource related to self-management when faced with certain situations, when someone who is mindful will be more concerned with their current experience (Kabat Zinn, 1997) and tends to be wiser in regulating their behavior in line with their intrinsic motivation needs (Rynes et al, 2007) and mindfulness can facilitate employee intrinsic motivation because behavior based on mindfulness, a person is fully present

to provide the best response to the problems and circumstances they face (Gagne & Deci, 2005; Brown, 2003).

This research focuses on intrinsic motivation as an indirect mechanism of the relationship between the influence of transformational leadership and mindfulness of putting oneself as a supporter that contributes positively to the performance of extra roles in the organization (Brigitte, 2017). Basically transformational leadership is beneficial to creating a supportive work environment that can encourage employees' intrinsic motivation and increase the capacity of psychological resources at work (Luthans, 2002).

2. Literature Review

Transformational leadership is a leadership style by provides leadership influence to employees and the behavior used to achieve that influence by setting an example, motivating, inspiring, and paying attention to the needs of its employees (Bass, 1990; Brigitte, 2017). This situation makes followers feel trust, admiration, loyalty, and respect for the leader, and they will be motivated to do more work than they expect (Yulk, 1999). Transformational leadership is different from transactional leadership because it involves a reciprocal process to motivate subordinates' compliance with the leader's requests and organizational rules (Bass, 1996). Previous research mentions the relationship between transformational leadership and extra-role performance (Brigitte, 2017; Sikandar Ali, 2022). Through the role of a transformational leader who can provide appropriate feedback and direction for employees involving employee participation in decision-making, it is as a leader is encouraging employees to achieve the required competencies (Kovjanic et.al, 2012). Meanwhile, to fulfill the need for attachment, a leader takes a personal approach by providing attention and social support that can establish emotional closeness so that a relationship of mutual respect and trust is created (Breevaart et al, 2014).

H1: Transformational Leadership Positively Affects Extra-Role Performance.

More broadly, this extra-role performance linkage mechanism is a form of motivational behavior (Picollo, 2006). Based on self-determination theory, motivated employees are employees who have intrinsic motivation (from within themselves) and this motivation is realized when the psychological needs for autonomy, competence, and attachment are available (Deci & Ryan, 2000). Therefore, through transformational leaders, extra-role work performed by employees can be interpreted as an individual achievement derived from intrinsic motivation that can provide psychological satisfaction even though it is not implied in formal performance appraisals (Deci & Ryan, 2006). Intrinsically motivated employees will provide a better quality of work because it comes from the will of an individual compared to employees who are not intrinsically motivated because the actions taken come from encouragement from outside the individual tends to be a transactional relationship based on reward or punishment (Cerasoli et al, 2014; Deci & Ryan, 2006).

The influence process that underlies employee motivation can be formed by making them more aware of the importance of the results and meaning of the tasks they perform. With a task-oriented leadership style, leaders can convey the company's visionary goals and involve employees to realize these goals by providing stimulation that can build employee motivation to do every job even outside their job description (Fiedler, 1967). So it can be hypothesized that there is a positive relationship between transformational leadership and extra-role performance mediated by intrinsic motivation.

H2: Transformational Leadership Positively Affects Extra-Role Performance Mediated by Employee Intrinsic Motivation.

Mindfulness is a process of being fully present by paying attention to the current situation to internal (thoughts and physical sensations) and external (physical environment and social environment) stimuli and observing these stimuli without evaluation, judgment, or giving any meaning to them (Brown, 2003; Bartlett et.al, 2019; Glomb et.al, 2011; Reb, Allen, & Vogus, 2020). Individuals who are habitually mindful on an ongoing basis will recognize things that can trigger their feelings and emotions both from within themselves and from outside themselves without worry, or fear of the past or the future (Brown & Ryan, 2003). From a trait perspective, mindfulness can be considered as a stable individual trait where one tends to be in a state of mindfulness (Brown et al, 2007). In the relationship between mindfulness and leadership, Reb et.al (2014) mentioned that supervisors' mindfulness traits are positively related to employee well-being. In addition, leaders' mindfulness traits are also relevant to their leadership style, which is shown to be positively associated with transformational leadership and negatively associated with destructive leadership (Lange, Bormann, & Rowold, 2018). From the subordinates' perspective, mindfulness is considered a secondary self-regulation process that can optimize the process of controlling work-related emotions (Long & Christian, 2015).

Positive awareness and attention to leadership activities can enhance the perception and value of unseen details, information, and social cues into an aspect that will provide a positive quality of experience and make a person happily motivated and carry out the work without feeling forced (Brown & Ryan, 2003). By having good internal awareness, a mindful person will be able to be present and unable to regulate their behavior in an effort to realize their basic needs (Brown & Ryan, 2003), through this way, a person can interpret from within themselves the purpose of work activities as intrinsic motivation (Gagne & Deci, 2015). Increased awareness of one's emotions, thoughts, and behavior can stimulate a person to become more aware of something and act according to one's deepest core and can show his true self (Kernis & Goldman, 2006) and in decision-making, a person can make a conscious decision (Conscious Decision) which is characterized by the absence of intervening feelings or negative emotions at a certain time which can often make decisions biased (Weinstein et.al, 2009).

Mindful individuals are individuals who are aware of the resources in their environment that can support them in achieving their personal goals, enabling them to choose and optimize the resources they have so as to create a match between their personal goals and work goals (Deci & Ryan, 2000). This makes individuals more autonomous when compared to material-based extrinsic stimulation (Brigitte, 2017). Strong mindfulness will lead to a more autonomous motivation to perform each task (Brown & Ryan, 2003) which can increase proactive behavior and self-evaluation that may be a supporting aspect of transformational leadership related to extra-role performance.

H3: Mindfulness moderated the positive relationship of Transformational Leadership on Extra-Role Performance.

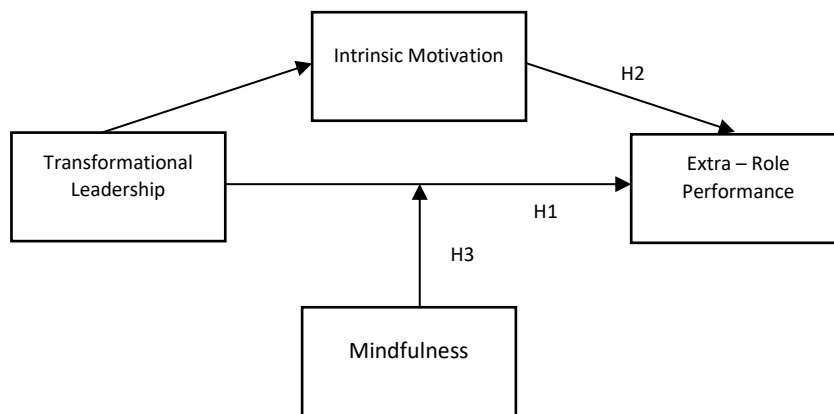


Image 1. Research Model

3. Research Methodology

Data collection was conducted through the distribution of online questionnaires to both non-permanent and permanent workers in various sectors who have direct supervisors. In the first step, 80 potential respondents who were their closest connections were asked for their willingness to become research respondents and answered several statements contained in the online questionnaire. The next step is the stage of selecting respondents with a total sample of 80 respondents who meet the criteria, the average age of respondents is in the range of 25-30 years old at 68.3% of the total respondents where 61.3% are male and 38.7% are female. All respondents are employees who have worked for at least 1 year, with a minimum of undergraduate education. Respondents came from the service and service sectors by 75% (logistics, banking, consulting) and the manufacturing sector by 25% (construction, industry, and agriculture).

Transformational Leadership is measured by 8 questions referring to the research of Bass & Avolio (1994) and Stone & Patterson (2005) which are summarized into four dimensions namely Idealized Influence, Individualized Consideration, Inspirational Motivation, and Intellectual Stimulation Dimension. The list of statements proposed refers to the research of Saad Ali et.al (2014) by selecting a list of statements that have a fairly high-reliability score and then respondents score their experience by giving a range of 5 Likert scale scores (1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree) for positive questions. Extra-role performance is measured by the 5 dimensions of Organizational Citizenship Behavior proposed by Allison (2001) citing from Muhamad Ashraf's research (2022) including Altruism, Courtesy, Sportsmanship, Civic Virtue, and Conscientiousness which are summarized into 10 statements. Intrinsic Motivation is measured by Two-Factor Theory (Frederich Herzberg, 1959), Hygiene Motivating Factors Theory (Intrinsic Motivation) proposed by Sanjeev (2016) which consists of 11 statements that can describe a person's intrinsic motivation, and Mindfulness is measured by Five Facet Mindfulness Questionnaire - 15 according to Novopsych.pt.y.ltd which consists of 15 positive and negative statements from 5 sub-scale dimensions.

The statistical analysis used is simple regression analysis and multiple regression by adding moderating variables and a Sobel test using the Danielsoper calculator to test the mediating variables. The analysis testing procedure uses the SPSS version 25 application.

4. Result

- Classical Assumption Test

Before hypothesis testing, it is necessary to test classical assumptions to determine the feasibility and reliability of the research model that will be used to predict the influence relationship between variables. Classical assumption tests include normality tests, multicollinearity test, heteroscedasticity test, autocorrelation, and linearity. The Kolmogorov-

Smirnov test shows a significant asymp value of $0.092 > 0.05$ (not significant), meaning that the data is relatively equal to the average so it can be said that the data is normally distributed. VIF value $X1 = 2,115 < 10$; $X2 = 2,420 < 10$; $X3 = 1,217 < 10$ (All Independent Variables Do Not Occur Multicollinear) means that there is no strong relationship between variables. The significance value of $X1 = 0.360 > 0.05$; $X2 = 0.257 > 0.05$; $X3 = 0.534 > 0.05$ (Overall Independent Variable No heteroscedasticity symptoms occur). The DW test produces a value of 1.618 where $dL 1.560 < d 1.618 < dU 1.715$ so there is no autocorrelation.

- Hypothesis Test
 - Simplified Regression Test

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,386	,341		6,990	,000
	Transformational Leadership	,427	,081	,514	5,296	,000

a. Dependent Variable: Extra-Role Performance

Table 1. Simple Regression Test Results of Variable X to Y

The analysis shows that the significance value of the transformational leadership variable is 0.000 (< 0.05), so it concludes that transformational leadership has a significant effect on extra-role performance. It is known that the R square value of 0.264 means that the contribution of the influence of Transformational Leadership on extra-role performance is 0.264 (26.4%).

- Sobel Test

The regression results table shows that the transformational leadership regression coefficient value on extra-role is $A = 0.427$ with a standard error of $Se A = 0.081$ and a significance value of 0.000. Then for Intrinsic Motivation, the coefficient value $B = 0.467$ with a standard error of $Se B = 0.117$ and a significance value of 0.000. So it can be concluded that transformational leadership has a direct effect on extra roles, as well as intrinsic motivation has a significant direct effect on extra roles. Z value = 3.186 The significance level of 5% Z value must be greater than 1.96 in order to be said to be able to mediate the relationship of X to Y influence.

Table 2. Test results for mediating variables via Sobel Test

Sobel Test Statistic	3,1865
One-tailed Probability	0,0007
Two-tailed Probability	0,0014

From the results of the sobel test calculation above, it gets a value of $Z = 3.186$ because the Z value obtained is greater than 1.96, proving that the $X2$ variable (intrinsic motivation) is able to mediate the Transformational relationship to extra-role.

- Moderated Regression Analysis (MRA) Test

The analysis shows that the significance value of the interaction variable between Transformational Leadership and Mindfulness is 0.394 (> 0.05), it concludes that the Mindfulness variable (M) is not able to moderate the effect of Transformational Leadership on extra-role performance variables. It is known that the R square value of 0.414 means that the contribution of the influence of the Transformational Leadership variable on Extra-Role Performance after the moderation variable (Mindfulness) is 41.4%.

Table 3. Moderation Variable Regression Test Results

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,099	2,889		1,072	,287
	Transformational Leadership	-,220	,681	-,265	-,323	,748
	Mindfulness	-,103	,777	-,072	-,132	,895
	X1.X3	,156	,182	,915	,858	,394

a. Dependent Variable: Extra-Role Performance

5. Discussion and Limitation

Transformational leadership is considered effective leadership for organizations because it can direct employee behavior toward positive, proactive, and supportive behavior (Shafi, 2020). In line with previous research, this study found that transformational leadership allows stimulating employees in fostering employees' intrinsic motivation related to work beyond the proper job description so that a culture of Organizational Citizenship Behavior can be created in the work environment (Larasati, 2023). The results of the study are consistent with theoretical arguments on the theoretical basis which states that transformational leadership allows to influence of employee extra-role performance which is indirectly influenced by intrinsic motivation, but the mindfulness variable does not moderate the relationship between the influence of transformational leadership on extra-role performance because it is suspected that employees who do extra-role are employees who are personally and voluntarily driven so that the mindfulness variable does not strengthen or weaken the relationship between the influence of transformational leadership on extra-role performance.

The limitations of this study are in the scope of explanation which is still generally related to the transformational leadership variable, further research can explain in more detail the implications of this leadership specifically related to extra-role performance in the company. Furthermore, the number of respondents is still limited to the scope of the researcher's relationship which tends to be small scale so that the research results cannot describe the status quo globally. Furthermore, the research model is still simple, further research can test the influence between variables in the model or add other variables that might influence the extra-role behavior relationship. The analysis model can use the SPSS PROCESS macro application by Hayes, especially using model-5 to analyze mediated-moderated between transformational leadership, Intrinsic motivation as a mediated variable, extra-role performance, and mindfulness as a moderated variable.

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