

## Improving Human Resource Performance Based on Intrinsic Motivation and Organizational Citizenship Behavior (OCB) with Mindfulness as A Moderation

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**Abstract.** *This study aims to analyze the influence of intrinsic motivation and Organizational Citizenship Behavior (OCB) on human resource (HR) performance, as well as the role of mindfulness as a moderating variable in this relationship. The background of this study is based on the importance of improving HR performance through psychological factors and positive behavior in the work environment. This study uses a quantitative approach with a census method on all 101 employees of PT Jasa Raharja Head Office. Data collection was carried out through distributing questionnaires using a Likert scale, and data were analyzed using the Structural Equation Model (SEM) method based on Partial Least Square (PLS). The results of the study indicate that intrinsic motivation has a positive and significant effect on HR performance. Similarly, OCB also has a positive and significant effect on HR performance. However, mindfulness was not proven to be a significant moderating variable in the relationship between intrinsic motivation and HR performance. Conversely, mindfulness was shown to have a significant role as a moderating variable in strengthening the influence of OCB on HR performance. These findings indicate that companies need to continue encouraging positive organizational behaviors such as OCB and increasing employee intrinsic motivation to support optimal performance. Furthermore, strengthening mindfulness practices can be directed toward developing voluntary and proactive work behaviors as part of a productive organizational culture.*

**Keywords:** *HR performance; intrinsic motivation; mindfulness; Organizational Citizenship Behavior.*

### 1. Introduction

The development of social insurance in Indonesia has undergone significant transformation in line with government efforts to improve public protection and welfare. Beginning with

the establishment of institutions such as PT Jasa Raharja in 1964, which focused on traffic accident insurance, social insurance has increasingly been recognized as a crucial pillar of the social protection system. The government continues to expand the scope of social insurance programs to reach more segments of society, including informal workers and vulnerable groups. Despite still facing challenges such as low public awareness and budget constraints, the development of social insurance in Indonesia demonstrates a strong commitment to realizing an inclusive and sustainable social security system, in line with national development goals.

PT Jasa Raharja operates in the Social Insurance business sector, which aims to support government policies in the fields of economics, social security, and national development, particularly through the implementation of social insurance programs. PT Jasa Raharja also strives to optimize the utilization of resources to produce high-quality and highly competitive services. Its main business areas include the provision of passenger accident insurance for public transportation in accordance with Law No. 33 of 1964, legal liability insurance for third parties in accordance with Law No. 34 of 1964, as well as the procurement and closing of motor vehicle insurance agreements. In addition, the company can accept indirect coverage and carry out investment activities in accordance with statutory regulations. Following the issuance of Government Regulation No. 73 of 1992, specifically Articles 33 and 34, PT Jasa Raharja is only permitted to provide Social Insurance and is prohibited from running other insurance programs. This emphasizes the company's focus on social insurance in accordance with government regulations.

In a dynamic work environment, human resource (HR) performance is a crucial factor in determining organizational success. Organizations with high-performing HR tend to be more adaptive, innovative, and competitive. Various factors can influence HR performance, including intrinsic motivation. Research by (Li et al., 2023) found that intrinsic motivation plays an important role in stimulating employee engagement and performance, especially in sectors that require creativity and problem solving.

Intrinsic motivation is an internal drive that arises from within a person to carry out an activity because of a sense of satisfaction, interest, or pleasure obtained from the process, not solely because of external rewards such as money or recognition. (Laksmana & Riana, 2020). Intrinsic motivation plays a crucial role in improving performance because it encourages individuals to engage deeply, creatively, and consistently in the tasks at hand. (Miao et al., 2020) When someone is intrinsically motivated, they tend to be more focused, enthusiastic, and committed to achieving their goals, because the activity is perceived as meaningful and aligned with their personal values. (Grigorescu, 2020) This not only increases productivity but also the quality of work, as the individual performs the task with full awareness and dedication.

Intrinsically motivated employees tend to be more independent, proactive, and able to address challenges in creative ways. (Ryan & Deci, 2020). They are also more likely to continue learning and developing themselves, because the drive to develop comes from within themselves. (Nwaomah & Tsukani, 2020). Furthermore, intrinsic motivation is often correlated with higher levels of job satisfaction and reduced stress levels, as individuals feel

more connected to their work. Therefore, organizations that are able to foster intrinsic motivation in their employees, whether through providing autonomy, recognition, or creating a supportive work environment, will see a positive impact on overall performance. (Locke & Schattke, 2019).

Apart from motivation, one of the important elements that shapes Human Resources (HR) performance is Organizational Citizenship Behavior (OCB). (Khan et al., 2020) OCB refers to the voluntary behavior and initiative of individuals outside their formal duties that contribute to the overall effectiveness and success of the organization. (Jehanzeb, 2020) This behavior is not directly regulated by the formal reward system, but arises from employees' awareness and commitment to the organization. (DW Organ, 2014) Examples of OCB include helping overwhelmed coworkers, demonstrating a positive attitude in the workplace, keeping the work environment clean, or providing constructive suggestions for improving work processes.

Employees who demonstrate OCB tend to strengthen social bonds within the team, reduce conflict, and increase operational efficiency. (S. Zhang, 2014). In addition, OCB can also positively influence organizational culture, encouraging the creation of a work climate that is mutually supportive and oriented towards shared goals. (Rahman & Karim, 2022). Thus, OCB is not only beneficial for the individual who performs it, but also for the team and the organization as a whole, because it contributes to improving collective performance and the organization's long-term sustainability.

Research on the role of intrinsic motivation and OCB on performance remains controversial. For example, (Paais & Pattiruhu, 2020) found that intrinsic motivation has a positive and significant correlation with performance, both partially and simultaneously. However, these results differ from research (Noer et al., 2023; Regiasa, 2023) which shows that intrinsic motivation of human resources has not been able to improve their performance. Furthermore, there are differences in findings in previous research regarding the influence of Organizational Citizenship Behavior (OCB) on employee performance. The study conducted by (Noer et al., 2023) shows that OCB does not have a significant influence on employee performance. In contrast, research conducted by (Rizaie et al., 2023) found that OCB positively contributes to maintaining employee performance. This discrepancy in results indicates a research gap that requires further study to understand the factors that may moderate or mediate the relationship between OCB and employee performance, as well as the specific conditions that may influence the research findings.

So mindfulness is proposed as a moderating variable that can strengthen the influence between intrinsic motivation and performance. (Stankov et al., 2020) Mindfulness, which refers to full awareness in carrying out tasks and responsibilities, plays an important role in increasing focus, reducing stress, and improving work effectiveness. (Bayır & Aylaz, 2021). Mindfulness, or full awareness, is the practice of focusing attention on the present moment with an open, accepting, and non-judgmental attitude. (Ling et al., 2019) Mindfulness helps individuals to focus better, reduce distractions, and manage stress more effectively. (Bishop et al., 2004) By practicing mindfulness, one can improve cognitive abilities such as

concentration, memory, and decision-making, all of which contribute to better performance. (Loureiro et al., 2020).

Mindfulness practices enable individuals to respond to challenges more calmly and wisely, instead of reacting impulsively, thus creating a more productive and harmonious work environment. (Brown et al., 2022). Then, Kristensen, (2018) found that mindfulness increases employees' sense of inner satisfaction, which encourages them to work harder because of the sense of meaning they find in each task.

In the professional world, mindfulness has been shown to improve individual and team performance. (Jang et al., 2020) Studies show that regular practice can reduce mental fatigue, increase creativity, and strengthen emotional resilience. (Althammer et al., 2021) This is crucial in facing increasingly complex and dynamic work demands. Furthermore, mindfulness also fosters better interpersonal skills, such as empathy and effective communication, which ultimately enhances team collaboration and performance. (Jang et al., 2020) By integrating mindfulness into daily routines, both at work and in personal life, individuals can reach their full potential and achieve sustainable success. (Monroe et al., 2021).

To assess effectiveness and achievement of work targets, employee performance in the Internal Audit Division of the Head Office is evaluated based on indicators established in the Jasa Raharja Office Key Performance Indicators (KPIs). This assessment is conducted annually to measure the extent to which the work unit is able to meet organizational expectations and support the achievement of the company's strategic objectives. The following presents performance achievement data based on KPIs from 2021 to 2024.

## **2. Research Methods**

This research is a quantitative research. According to (Sujarweni, 2015), quantitative research is a type of research that produces findings that can be achieved (obtained) by using planned and structured statistical procedures or other methods of quantification (measurement) clearly from the beginning until the research design is created. Meanwhile, the definition of quantitative research according to (Sugiyono, 2019) To evaluate a pre-existing hypothesis, positivist research methods involve studying a specific population or sample, collecting data using research tools, and analyzing quantitative or statistical data. Because the purpose of this research is to determine the magnitude of the influence between the variables studied, ratio data must be processed, necessitating the use of quantitative methodology in this research approach.

## **3. Results and Discussion**

### **3.1. Descriptive Analysis of Research Data**

In this section, a descriptive analysis is conducted to obtain an overview of respondents' responses to the research variables. This analysis is conducted to obtain perceptions about respondents' tendencies to respond to the indicator items used to measure these variables and to determine the status of the variables studied at the research site.

The variable descriptions are grouped into 3 categories, namely: low category, score = 1.00 – 2.33, medium category, score = 2.34 – 3.66 and high/good category, with score = 3.67 – 5.00. A detailed description of each research variable can be described in the following section:

### **Intrinsic motivation**

Description of respondent responses in the form of descriptive statistics of variable data Intrinsic motivation can be presented as follows:

#### **Descriptive Statistics of Intrinsic Motivation Variables**

Variables and indicators		Mean	Standard Deviation
<b>Intrinsic motivation</b>		<b>3.81</b>	
1.	Achievement;	3.80	0.85
2.	Recognition	3.72	0.76
3.	Responsibility	3.91	0.69

The data presented in Table shows that the overall average value of the intrinsic motivation variable is 3.81, which is in the high/good category range (3.67 – 5.00). This means that respondents have intrinsic motivation that is included in the high category. The results of the data description on the intrinsic motivation variable obtained with the highest mean value is the Responsibility indicator (3.91) and the lowest is the Recognition indicator (3.72).

### **3.1.1. Evaluation of Measurement Model (Outer Model)**

In this study, data analysis was conducted using a simultaneous model with the PLS approach. The fundamental evaluation conducted was the evaluation of the measurement model (outer model) with the aim of determining the validity and reliability of the indicators measuring the latent variables. Validity criteria were measured using convergent and discriminant validity, while construct reliability criteria were measured using composite reliability, Average Variance Extracted (AVE), and Cronbach's Alpha.

#### **Convergent Validity**

Evaluation of the latent variable measurement model with reflective indicators is analyzed by examining the convergent validity of each indicator. Convergent validity testing in PLS can be seen from the magnitude of the outer loading of each indicator on the latent variable. According to Ghazali (2011), an outer loading value above 0.70 is highly recommended.

#### **Discriminant Validity**

*Discriminant validity* This is a measure that shows that a latent variable differs from other constructs or variables theoretically and is empirically proven through statistical testing. Discriminant validity is measured using the Fornell-Lacker Criterion, HTMT, and cross-loading. The test results for each variable can be explained as follows:



### Fornell Lacker Criterion Test Results

Validity testing using the Fornell-Larcker Criterion is conducted by examining the root value of the Average Variance Extraction (AVE) compared to the correlation between constructs. This test is met if the root of the AVE is greater than the correlation between variables.

#### Discriminant Validity Test Value with Fornell-Larcker Criterion Criteria

	HR Performance	Mindfulness	Intrinsic motivation	OCB
HR Performance	<b>0.861</b>			
Mindfulness	0.777	<b>0.872</b>		
Intrinsic motivation	0.698	0.691	<b>0.815</b>	
OCB	0.425	0.282	0.346	<b>0.845</b>

Note: The values in bold are the AVE root values.

Table shows that the AVE root value is higher than the correlation value between the other constructs. This result indicates that the constructs in the estimated model have met the criteria for high discriminant validity, meaning the results of the data analysis are acceptable because the values describing the relationships between constructs develop. This can mean that all constructs have good discriminant validity. Therefore, the research instrument used to measure all constructs or latent variables in this study has met the criteria for discriminant validity.

#### 3.1.2. Heterotrait - Monotrait Ratio (HTMT) Test Results

Validity testing using the Heterotrait-monotrait ratio (HTMT) criterion was conducted by examining the HTMT matrix. The accepted HTMT criterion was below 0.9, indicating that the discriminant validity evaluation was acceptable.

#### Discriminant Validity Test Value with Heterotrait-monotrait ratio (HTMT) criteria)

	Heterotrait-monotrait ratio (HTMT)
Mindfulness <-> HR Performance	0.896
Intrinsic motivation <-> HR performance	0.852
Intrinsic motivation <-> Mindfulness	0.873
OCB <-> HR Performance	0.478
OCB <-> Mindfulness	0.324
OCB <-> Intrinsic motivation	0.416

Source: Processed primary data (2024)

Table shows that the values in the HTMT matrix are not greater than 0.9. This means that the model shows that the discriminant validity evaluation is acceptable. From the results of the discriminant validity test, it can be seen that the HTMT test requirements have been met so that all constructs in the estimated model meet the criteria for good discriminant validity, meaning the results of the data analysis are acceptable.

## Goodness of fit evaluation

PLS analysis is a variance-based SEM analysis aimed at testing model theory, emphasizing predictive studies. Several measures of model acceptance are used, including R-square and Q-square (Hair et al., 2019).

### R square

R square indicates the extent to which the variation of an endogenous variable can be explained by other exogenous or endogenous variables in the model. The interpretation of R square according to Chin (1998) as quoted (Abdillah, W., & Hartono, 2015) is 0.19 (low influence), 0.33 (moderate influence), and 0.67 (high influence). The following table presents the coefficient of determination (R<sup>2</sup>) of the endogenous variables:

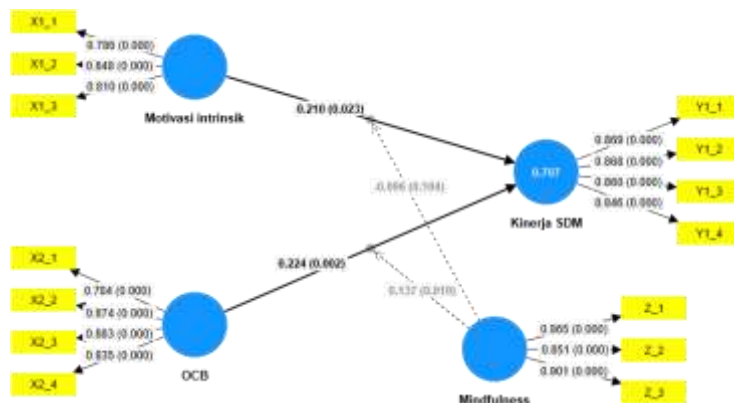
### Q square

Q-Square (Q<sup>2</sup>) describes the measure of predictive accuracy, namely how well each change in exogenous/endogenous variables is able to predict endogenous variables. Q-Square predictive relevance for structural models is a measure of how well the observation values are generated by the model and also its parameter estimates. Size. Q square above 0 indicates the model has good predictive relevance or model prediction suitability. The criteria for the strength of the model is measured based on Q-Square Predictive Relevance (Q<sup>2</sup>) according to Ghazali & Latan (2015, p. 80) are as follows: 0.35 (strong model), 0.15 (moderate model), and 0.02 (weak model).

### 3.1.3. Structural Model Evaluation (Inner Model)

Structural model testing (inner model) examines the relationship between latent constructs by estimating the path parameter coefficients and their significance levels (Ghozali, 2011). This procedure is carried out as a step in testing the proposed research hypothesis. The test results are output from the structural model of the loading factor construct, which will explain the influence of the intrinsic motivation construct on HR performance through Organizational Citizenship Behavior and Mindfulness moderation.

In this case, data processing was performed using the Smart PLS v4.1.0 software tool. The results of this data processing are shown in the following image:



Full SEM-PLS Moderation Model

Source: Results of research data processing with Smart PLS 4.1.0 (2024)

### 3.1.4. Analysis of the Influence between Variables

Research hypothesis testing is conducted to determine whether a hypothesis is accepted or not by comparing the calculated  $t$  with the  $t$  table with the condition that if the calculated  $t > t$  table, then the hypothesis is accepted. The critical value used when the sample size is greater than 30 and the two-tailed test is 1.65 for a significance level of 10%, 1.96 for a significance level of 5% and 2.57 for a significance level of 1% (Marliana, 2019). In this case, to test the hypothesis used a significance level of 5% where the  $t$  table value is 1.96 (Ghozali & Latan, 2015). The results of testing the influence of each variable in this study can be presented in the following table:

#### Hypothesis Test Results

No	Hypothesis	Original sample	T statistics	P values	Information
1	Intrinsic Motivation -> HR Performance	0.210	2,270	0.023	Accepted
2	OCB -> HR Performance	0.224	3,065	0.002	Accepted
3	Mindfulness x Intrinsic Motivation -> HR Performance	-0.096	1,627	0.104	Rejected
4	Mindfulness x OCB -> HR Performance	0.137	2,345	0.019	Accepted

Source: Primary data processing with Smart PLS 4.1.0 (2024)

Decisions are made based on the calculated statistical test values and predetermined significance levels. Hypothesis testing is performed by comparing the predetermined  $t$ -table with the calculated  $t$ -value generated from the PLS calculation. Based on the data processing results table above, the results of each proposed hypothesis test can be identified as follows:

#### Hypothesis Testing 1:

*H1: Intrinsic motivation has a positive effect on HR performance.*

In testing hypothesis 1, the original sample estimate value of the influence of intrinsic motivation on HR performance was obtained at 0.210. This value proves that intrinsic motivation has a positive effect on HR performance, the results of which are also strengthened by the results of the  $t$ -test obtained with a calculated  $t$  value (2.270)  $> t$  table (1.96) and  $p$  (0.023)  $< 0.05$ , so it can be said that there is a positive and significant influence of intrinsic motivation on HR performance. Thus, the first hypothesis which states that "intrinsic motivation has a positive effect on HR performance" can be accepted.

#### Hypothesis Testing 2:

*H2: Organizational Citizenship Behavior (OCB) has a positive effect on HR performance.*

In testing hypothesis 2, the original sample estimate value of the influence of OCB on HR performance was obtained at 0.224. This value proves that Organizational Citizenship Behavior (OCB) has a positive effect on HR performance, the results of which are also strengthened by the results of the  $t$ -test obtained with a calculated  $t$  value (3.065)  $> t$  table (1.96) and  $p$  (0.002)  $< 0.05$ , so it can be said that there is a positive and significant influence of Organizational Citizenship Behavior on HR performance. Thus, the second hypothesis



which states that 'Organizational Citizenship Behavior (OCB) has a positive effect on HR performance' can be accepted.

### **Hypothesis Testing 3:**

*H3: Mindfulness moderates the influence of intrinsic motivation on HR performance*

In testing hypothesis 3, the original sample estimate value of the influence of the moderating variable (Mindfulness x Intrinsic Motivation) on HR performance was obtained at -0.096. This value indicates that the moderating factor has a negative influence, but when viewed through the significance of its influence through the t test, the calculated t value (1.624) < t table (1.96) and p (0.104) > 0.05 were obtained, so it can be said that Mindfulness does not have a significant influence on the relationship between Intrinsic Motivation and HR Performance. Thus, the third hypothesis which states that "Mindfulness moderates the influence of intrinsic motivation on HR performance" can be rejected.

### **3.2. The Influence of Intrinsic Motivation on HR Performance.**

This research proves that intrinsic motivation has a positive and significant effect on HR performance. These results confirm previous findings. which is conducted by(Leroy et al., 2022)found that intrinsic motivation improves employee performance by increasing employee involvement in the tasks being performed.

Measurement of the intrinsic motivation variable is reflected through three indicators, namely achievement, recognition, and responsibility indicators, while HR performance in this study is measured from the reflection of four indicators, namely indicators of work quantity, work quality, timeliness, and effectiveness.

The intrinsic motivation variable has the highest outer loading value on the recognition indicator, while the HR performance variable shows the highest outer loading value on the work quantity indicator. This finding indicates that an increase in recognition tends to be followed by an increase in work quantity. In other words, the higher the level of recognition an individual perceives, the greater their contribution to completing the assigned work volume. This means that recognition as a form of intrinsic motivation plays a significant role in encouraging individuals to work more productively. When employees feel valued and recognized for their contributions, they tend to increase their effort and involvement in completing tasks, which is reflected in an increase in work quantity. This suggests that recognition not only impacts job satisfaction but also directly contributes to improved HR performance, particularly in terms of the amount of work completed within a given period.

The intrinsic motivation variable showed the lowest outer loading value for the achievement indicator, while for the HR performance variable, the indicator with the lowest outer loading was effectiveness. This finding indicates that improvements in the achievement aspect potentially contribute to increased work effectiveness. This means that although achievement has the lowest influence among the other intrinsic motivation indicators, its role remains significant in driving work effectiveness.

### **3.2.1. The influence of Organizational Citizenship Behavior (OCB) on HR performance**

This study proves that Organizational Citizenship Behavior (OCB) has a positive and significant effect on HR performance. These results provide support for previous research results showing that Organizational Citizenship Behavior (OCB) has a significant relationship with improving individual and organizational performance.(Supriyanto et al., 2020).

The measurement of the Organizational Citizenship Behavior variable in this study is measured from the reflection of four indicators, namely Altruism (actions to help fellow employees), Courtesy (politeness and attention), Sportsmanship (resilience in facing difficulties), civic virtue (actively participating in organizational activities). Meanwhile, HR Performance in this study is measured from the reflection of four indicators, namely indicators of work quantity, work quality, timeliness, and effectiveness.

The Organizational Citizenship Behavior (OCB) variable showed the highest outer loading value on the sportsmanship indicator, which reflects an individual's resilience in facing challenges and difficulties in the workplace. Meanwhile, the HR performance variable had the highest outer loading value on the work quantity indicator, which measures the extent to which employees are able to complete tasks optimally. This finding indicates that the higher the level of sportsmanship an individual possesses, the greater the quantity of work they can complete. This means that sportsmanship attitudes such as the ability to remain positive, not complain easily, and be tolerant of difficult situations in the workplace contribute significantly to increased employee productivity.

The Organizational Citizenship Behavior (OCB) variable shows that the indicator with the lowest outer loading value is altruism, namely the behavior of voluntarily helping coworkers. Meanwhile, in the HR performance variable, the indicator with the lowest outer loading value is effectiveness, which refers to the ability to complete work on target and in accordance with organizational goals. This finding indicates a positive relationship between altruism and effectiveness; the higher the level of altruism demonstrated by employees, the more effective their performance tends to be. This means that employees who show concern and willingness to help coworkers without expecting anything in return tend to create a more collaborative and supportive work environment, thus improving individual performance assessments within a team.

### **3.2.2. Moderation *Mindfulness* in the influence of intrinsic motivation on HR performance**

This study revealed that mindfulness does not play a significant role as a moderating variable in the relationship between intrinsic motivation and human resource (HR) performance. In other words, the level of mindfulness is unable to strengthen or weaken the influence of intrinsic motivation on employee performance. This means that the level of full awareness or attention to the present moment (mindfulness) does not strengthen or weaken the influence of intrinsic motivation on improving employee performance. The presence of mindfulness in individuals who are intrinsically motivated to perform well does not significantly change the extent to which that motivation impacts work outcomes.

These findings indicate that intrinsic motivation is powerful enough to influence HR performance without the need for mindfulness. Intrinsic motivations, such as the desire for

growth, recognition, or personal satisfaction, are key drivers that directly impact work performance, regardless of an individual's ability to fully focus on a task or their emotional state.

Measurement of the intrinsic motivation variable is reflected through three indicators, namely achievement, recognition, and responsibility. HR performance in this study is measured from the reflection of four indicators, namely the quantity of work, quality of work, timeliness, and effectiveness. Meanwhile, mindfulness in this study is a reflection of three indicators, namely Mental Agility, Resilience, and Self-Awareness.

The mindfulness variable shows that the indicator with the highest outer loading value is self-awareness, which is an individual's awareness of their own thoughts, emotions, and actions. For the intrinsic motivation variable, the indicator with the highest value is recognition, which reflects the extent to which an individual feels appreciated for their contributions. Meanwhile, for the HR performance variable, the indicator with the highest value is work quantity, which refers to the number of tasks completed effectively.

However, the results of this study indicate that self-awareness does not significantly strengthen the effect of recognition on increasing work quantity. In other words, even if someone has high self-awareness, it does not significantly strengthen the relationship between feeling appreciated and work productivity.

This means that self-awareness is not yet effective enough as a factor strengthening the influence of recognition-based motivation on increasing the amount of work completed. It could be that recognition already has a direct and strong influence on performance, so the presence of self-awareness does not add a significant effect. Alternatively, it could be that self-awareness plays a greater role in other performance dimensions, such as quality, timeliness, or teamwork, than in the quantity of work.

In this study, the indicator with the lowest outer loading value for the mindfulness variable was resilience, or resilience in the face of pressure and challenges. For the intrinsic motivation variable, the indicator with the lowest contribution was achievement, which reflects an individual's drive to achieve specific targets and standards. Meanwhile, for the HR performance variable, the indicator with the lowest outer loading value was effectiveness, which measures an individual's ability to complete tasks accurately and in line with organizational goals.

These findings indicate that although resilience increases, it has not been able to strengthen the influence of achievement motivation on employee work effectiveness. In other words, improvements in mental toughness do not directly increase the impact of achievement motivation on effective performance. This means that resilience, as part of mindfulness, is not sufficient to optimize the relationship between an individual's drive to achieve and effective work outcomes. This may be due to specific work conditions, a lack of environmental support, or other external factors that hinder achievement even when individuals possess high resilience.

### **3.2.3. Moderation *Mindfulness* under the influence *Organizational Citizenship Behavior (OCB)* on HR performance**

This study demonstrates that mindfulness acts as a significant moderating variable in the relationship between Organizational Citizenship Behavior (OCB) and human resource (HR) performance. This means that a high level of mindfulness can strengthen the influence of organizational citizenship behavior on improving employee performance. When individuals demonstrate full attention to their tasks and work situations (mindfulness), the positive contribution of voluntary and prosocial behavior in the workplace will have a greater impact on effective and productive work outcomes. These findings emphasize the importance of developing self-awareness and mental focus as an effort to support constructive organizational behavior in improving overall HR performance.

The measurement of Organizational Citizenship Behavior variables in this study was measured from the reflection of four indicators, namely Altruism (Actions to help fellow employees), Courtesy (politeness and attention), Sportsmanship (resilience in facing difficulties), civic virtue (participating in organizational activities actively). Meanwhile, HR Performance in this study was measured from the reflection of four indicators, namely indicators of work quantity, work quality, timeliness, and effectiveness. Then, the measurement of the Mindfulness variable in this study was a reflection of three indicators, namely Mental Agility, Resilience, and Self-Awareness indicators.

The Mindfulness variable shows that the indicator with the highest outer loading value is self-awareness, which is an individual's ability to consciously recognize and understand their own condition. In the Organizational Citizenship Behavior (OCB) variable, the indicator with the highest outer loading value is sportsmanship, which reflects resilience and a positive attitude in facing challenges or difficulties in the work environment. Meanwhile, in the HR performance variable, the indicator with the highest outer loading value is work quantity, which measures the volume or number of tasks successfully completed by employees.

These findings indicate that high levels of self-awareness can strengthen the influence of sportsmanship on increasing work quantity. In other words, individuals with strong self-awareness tend to be able to leverage their resilience and positive attitude in the face of adversity to significantly increase work productivity. This means that developing self-awareness is not only crucial for psychological well-being but also plays a strategic role in supporting employees to be more resilient and focused when facing work pressures.

The mindfulness variable shows that the indicator with the lowest outer loading value is resilience, which is the ability to bounce back and persevere in the face of pressure or challenges. Meanwhile, in the Organizational Citizenship Behavior (OCB) variable, the indicator with the lowest outer loading value is altruism, which refers to the voluntary behavior of helping coworkers. In the HR performance variable, the indicator with the lowest outer loading value is effectiveness, which describes the extent to which work is completed appropriately and in accordance with organizational goals.

These findings indicate that a high level of resilience can strengthen the influence of altruism on work effectiveness. In other words, employees who are able to bounce back

from adversity and remain resilient when facing pressure are better able to channel their altruistic behavior optimally, thus positively impacting their effectiveness in completing tasks.

#### 4. Conclusion

Based on the differences in research results related to the influence of Organizational Citizenship Behavior (OCB) on employee performance, the answers to the research questions are as follows: 1. Intrinsic motivation has been shown to have a positive and significant influence on human resource (HR) performance. This means that the higher the achievement, recognition, and responsibility, the better the employee's performance. 2. *Organizational Citizenship Behavior* (OCB) has been shown to have a positive and significant impact on human resource performance. This means that behaviors such as altruism, courtesy, sportsmanship, and civic virtue significantly contribute to improving human resource performance, as indicated by work quantity, quality, timeliness, and effectiveness. 3. Mindfulness (full awareness and mental focus) does not play a significant role as a strengthening factor in the relationship between intrinsic motivation and HR performance. In other words, levels of Mental Agility, Resilience, and Self-Awareness do not change how strongly intrinsic motivation influences performance. 4. However, mindfulness plays a significant role as a factor strengthening the relationship between OCB and HR performance. This means that high levels of Mental Agility, Resilience, and Self-Awareness can increase the influence of organizational citizenship behavior on employee performance.

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