

The Influence of Mindfulness on Organizational Commitment through Organizational Trust: A Study of the Indonesian Buddhayana Council in North Sumatra Province

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Abstract: The weakness of a religious organization is undoubtedly caused by various factors. Therefore, this study will examine the effect of mindfulness on organizational commitment in the Indonesian Buddhayana Council (Majelis Buddhayana Indonesia). The research method used in this study is associative research. The population in this study were members of the Indonesian Buddhayana Council in North Sumatra Province. There were 220 samples. The data in this study consisted of secondary and primary data. The data analysis method used was structural equation modeling-partial least squares (SEM-PLS) using SmartPLS software. The results of the study indicate that mindfulness has a positive effect on organizational trust. Furthermore, the study also shows that mindfulness has a positive effect on organizational commitment. Likewise, organizational trust has a positive effect on organizational commitment. Finally, mindfulness has an effect on organizational commitment mediated by organizational commitment..

Keywords: Mindfulness, Organizational Commitment, Organizational Trust, Indonesian Buddhayana Council

Introduction

The Indonesian Buddhayana Council (MBI) currently faces various internal challenges that affect the quality of its performance and organizational dynamics. One major problem is the lack of organizational commitment among its inaugurated members. This is evident in their low level of active participation and minimal contribution to activities that support the organization's mission and vision. In the study of management and organizational behavior, organizational commitment is a key concept that explains the level of an individual's psychological attachment to their organization. Mowday et al. (1979) define organizational commitment as "the relative strength of an individual's identification with an organization, reflected in their acceptance of the organization's values and goals, their willingness to strive for the organization's interests, and their desire to maintain membership in the organization." In the MBI context, organizational commitment encompasses not only administrative attachment but also a spiritual attachment to the Buddhayana vision and mission.

Mindfulness is increasingly recognized as an effective approach to enhancing commitment in the workplace. Mindfulness is an awareness that arises through intentionally focusing on present-moment experiences, with an open, non-judgmental attitude (Kabat-Zinn, 2013). This practice has deep roots in Buddhist teachings, particularly the Satipatthana Sutta, which emphasizes the four foundations of mindfulness: awareness of the body, feelings, mind, and mind-objects. Within the Buddhayana framework, mindfulness is considered not only an individual mental practice but also a principle that shapes collective awareness within a community (Nhat Hanh, 1995). For religious organizations like MBI, mindfulness plays a strategic role in strengthening organizational commitment. Members who practice mindfulness tend to

have a higher awareness of organizational goals, are able to manage conflict constructively, and are more adaptive to change.

Organizational trust is the foundation of a healthy relationship between members and the organization. This concept refers to the belief that parties within the organization will act with integrity, consistency, competence, and uphold agreed commitments (Mayer et al., 1995). In the context of MDI, organizational trust plays a very strategic role. Value-based organizations and spiritual services require a high level of trust among administrators, members, and leaders. Trust not only creates internal cohesion but also serves as social capital that strengthens the sustainability of services and the implementation of the Buddhayana mission. Thus, organizational trust serves as a bridge connecting the influence of values to the formation of strong and sustainable organizational commitment. Based on this phenomenon, researchers will analyze the effect of mindfulness on organizational commitment with organizational trust as an intervening variable in the Indonesian Buddhayana Assembly.

Literature Review

2.1 Mindfulness

Mindfulness, or full attention, has become a key concept in modern spiritual and psychological studies. In the Buddhist tradition, Nyanaponika Thera (1962) explained that mindfulness (*sati*) is a pure, clear awareness used to objectively observe mental and physical phenomena, without attachment or rejection. This understanding later developed in the context of Western psychology through the ideas of Kabat-Zinn (1990), who defined mindfulness as awareness that arises by paying attention intentionally, in the present moment, and without judgment. Mindfulness in organizations is also defined as an organization's capacity to stay focused on key priorities, increase collective awareness, and manage external distractions to maintain optimal performance (Vogus & Sutcliffe, 2007).

Bishop et al. (2004) added that mindfulness consists of two main components: self-regulation of attention and orientation to experience. Based on the descriptions and opinions of the experts above, I believe that mindfulness is a full awareness that is intentionally experienced in the present moment, with an open and non-judgmental attitude. In the context of Buddhist organizations, mindfulness is not only a psychological practice but also a spiritual process that animates organizational behavior, thus becoming an important foundation for managing thoughts, emotions, and ethical actions that support the creation of harmony, loyalty, and member commitment to the organization.

2.2 Organizational Trust

The concept of trust in organizations has become an important focus in the study of organizational behavior and management. Mayer et al. (1995) define trust as the willingness of one party to be vulnerable to the actions of another party, with the positive expectation that the other party will not act opportunistically, despite risks and limited control. Rousseau et al. (1998) strengthen this

definition by emphasizing trust as a psychological state involving vulnerability based on positive expectations about the intentions or behavior of another. Cummings and Bromiley (1996) define organizational trust as the belief that another party in the organization will fulfill its commitments, be honest in negotiations, and will not take advantage opportunistically. McAllister (1995) distinguishes trust into two dimensions: cognition-based trust (based on assessments of competence and reliability) and affect-based trust (based on emotional connection and caring).

Hosmer (1995) stated that trust in an organization is the expectation that others will act ethically, correctly, and reliably in accordance with applicable moral principles. Dirks and Ferrin (2001) emphasized trust as members' positive beliefs and expectations toward leaders and organizations, which significantly influence attitudes, behaviors, and performance. Based on the descriptions and opinions of experts above, I argue that organizational trust is members' positive beliefs in the integrity, competence, benevolence, and consistency of the organization, which fosters a sense of security despite risks and limited control. In the context of the Indonesian Buddhayana Council, organizational trust reflects members' belief in Dharma values manifested through spiritual leadership, thus becoming a psychological prerequisite that strengthens organizational loyalty, attachment, and commitment.

2.4 Organizational Commitment

As an applied theory, organizational commitment is used as an analytical lens to understand the phenomenon of employee attachment to an organization. Robbins and Judge (2017) define organizational commitment as the degree to which an employee identifies with a particular organization and its goals, which influences their intention to remain. Luthans (2011) emphasizes that commitment is an attitude that reflects employee loyalty and active involvement in the organization. Colquitt et al. (2019) define organizational commitment as the employee's desire to remain part of the organization and directly link it to retention behavior. Steers (1977) previously stated that organizational commitment is an attitude related to the desire to remain in the organization and the willingness to exert effort to achieve organizational goals.

Newstrom (2014) defines organizational commitment as the extent to which an individual identifies with an organization and wishes to continue participating in it. Meanwhile, Buchanan (1974) emphasizes the affective aspect, namely emotional attachment to the organization's goals and values. A contemporary perspective is offered by Fry and Vu (2024), who link organizational commitment to spiritual values, suggesting that member attachment is not only psychological but also transcendental. Based on the descriptions and opinions of the experts above, I argue that organizational commitment as an applied theory serves as an analytical lens for understanding the attachment of Indonesian Buddhayana Council members to the organization's values, vision, and goals. This theory is used in an applied manner to explain the influence of antecedent variables on commitment, both directly and through organizational trust.

Reserach method

The type of research used in this study is associative research. According to Sugiyono (2019), associative research is research that aims to determine the influence or relationship between two or more variables. The sampling technique is generally carried out randomly, data collection uses research instruments, and data analysis is quantitative by testing hypotheses. The population in this study were members of the Indonesian Buddhayana Council of North Sumatra Province. In this study, there were 220 samples. This study examines the effect of Mindfulness (X) on Organizational Commitment (Y) in the Indonesian Buddhayana Council. The data in this study consist of secondary data and primary data. In this study, the data analysis method used is structural equation modeling-partial least squares (SEM-

PLS) using SmartPLS software.

3.1 Data Analysis Methods

3.1.1 Validity and Reliability Test

Validity and reliability tests were conducted to determine whether the questionnaire was suitable for use as a research instrument. Researchers need instruments to ask or observe respondents to obtain the required information. Validity and reliability tests were conducted on 60 respondents outside the research sample. Validity tests are used to measure the validity of a questionnaire. The validity test in this study used Pearson's Product Moment Coefficient (r) with predetermined decision-making criteria as stated by Ghazali (2018), namely if r -calculated $>$ r -table then the question or statement is declared valid. Conversely, if r -calculated $\leq$ r -table then the question or statement is declared invalid.

The reliability test in this study used Cronbach's alpha with the decision-making criteria as stated by Ghazali (2018): if the Cronbach's alpha coefficient is 0.7 , the question or statement is declared reliable. Conversely, if the Cronbach's alpha coefficient is ≤ 0.7 , the question or statement is declared unreliable. When a measuring instrument is used twice to measure the same symptom and the results obtained are relatively consistent, the measuring instrument is reliable.

Next, the Measurement Model test is carried out through three criteria for measuring the outer model, namely Convergent Validity, Discriminant Validity, and Composite Validity of the measurement model with reflection indicators assessed based on the correlation between item scores, which is calculated by PLS. Convergent validity can also be known through the Average Variance Extracted (AVE). An instrument is said to meet the convergent validity test if it has an AVE of more than 0.50 . Next is the Inner model test, which is a structural model used to predict causal relationships (cause-and-effect relationships) between latent variables or variables that cannot be measured directly. Through bootstrapping (a non-parametric procedure that allows testing the statistical significance of SEM-PLS variants that produce path coefficients, Cronbach's alpha, HTMT and values R^2). Based on the framework of thought, the hypothesis in this research is as follows:

Mindfulness has a significant effect on Organizational Trust at the Indonesian Buddhayana Council in North Sumatra Province.

Mindfulness has a significant effect on Organizational Commitment at the Indonesian Buddhayana Council in North Sumatra Province.

Organizational Trust has a significant effect on Organizational Commitment at the Indonesian Buddhayana Council in North Sumatra Province.

Mindfulness through Organizational Trust has a significant effect on Organizational Commitment at the Indonesian Buddhayana Council in North Sumatra Province.

4. Result And Discussion

4.1. Mindfulness Variable

The description of the frequency of answers from respondents for the Mindfulness variable based on the indicators that have been described in the form of statements is as follows:

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Table 2. Mindfulness Variable Questionnaire Scores (X)

Answer	MF1	MF2	MF3	MF4	MF5
STS	9	4	2	6	5
%	4%	2%	1%	3%	2%
TS	28	36	32	29	31
%	13%	16%	15%	13%	14%
KS	42	30	43	44	37
%	19%	14%	20%	20%	17%
S	86	91	89	102	91
%	39%	41%	40%	46%	41%
SS	55	59	54	39	56
%	25%	27%	25%	18%	25%
Average	3,68	3,75	3,73	3,63	3,74
Percentage	100%	100%	100%	100%	100%
Total	220	220	220	220	220

Source: questionnaire tabulation, processed data, 2025

Based on the survey results presented in Table 1, for the first statement, "I pay full attention to every task and organizational interaction," the majority of respondents, 86 (39%), strongly agreed (Strongly Agree), and 91 (41%) agreed (Agree). Only a small proportion of respondents, 42 (19%), disagreed (Neither Agree nor Disagree), and 9 (4%) disagreed (Neither Agree nor Disagree). Five (2%) strongly disagreed (Neither Agree nor Disagree). These results indicate that the majority of respondents tend to pay full attention to every task and interaction within the organization.

On the second statement, "I consider the consequences of every decision carefully," respondents gave similar results. 91 people (41%) stated Strongly Agree (SS) and 102 people (46%) stated Agree (S). 37 respondents (17%) stated Disagree (KS), and only a small number of respondents (6) stated Disagree (TS), and 5 people (2%) stated Strongly Disagree (STS). This indicates that the majority of respondents actively consider the consequences of decisions taken carefully.

Regarding the third statement, namely "I accept differences of opinion or work methods of other members without prejudice," as many as 90 people (40%) of respondents stated Strongly Agree (SS), while 91 people (41%) stated Agree (S). A small number of respondents, namely 44 people (20%), stated Disagree (KS), and 6 people (3%) stated Disagree (TS). Only a small number of respondents stated Strongly Disagree (STS) as many as 5 people (2%). This data shows that most respondents have an open attitude towards differences of opinion or work methods of other members without prejudice.

In the fourth statement, which reads "I am able to maintain focus despite external pressure or distractions," the results showed that 102 people (46%) of respondents stated Strongly Agree (SS), while 91 people (41%) stated Agree (S). Only a few respondents stated Disagree (KS) as many as 37 people (17%) and 9 people (4%) stated Disagree (TS). In addition, 5 people (2%) of respondents stated Strongly Disagree (STS). This shows that most respondents are able to maintain focus despite external distractions or pressures that affect their work.

For the last statement, "I can control my emotional responses when facing stress or conflict," the results were 91 (41%) respondents stated Strongly Agree (SS) and 86 (39%) stated Agree (S). Meanwhile, 56 (25%) respondents stated Disagree (DS), 6 (3%) respondents stated Disagree (TS), and 5 (2%) stated Strongly Disagree (STS). This shows that the majority of respondents feel able to control their emotional responses in stressful or conflict situations.

Overall, the descriptive analysis of the Mindfulness variable shows that the majority of respondents tended to Agree or Strongly Agree with statements related to Mindfulness. This indicates that respondents have a high level of attention to their tasks, can consider the consequences of decisions carefully, and have the ability to accept differences of opinion and manage stress or conflict well.

4.2 Organizational Trust

The description of the frequency of answers from respondents for the organizational trust variable based on the indicators that have been described in the form of statements is as follows:

Table 2. Organizational Trust Variable Questionnaire Score (Z)

Answer	OT1	OT2	OT3	OT4	OT5	OT6	OT7	OT8	OT9	OT10	OT11
STS	5	8	4	5	9	5	8	3	2	4	10
%	2%	4%	2%	2%	4%	2%	4%	1%	1%	2%	5%
TS	22	17	24	23	21	22	17	25	22	24	17
%	10%	8%	11%	10%	10%	10%	8%	11%	10%	11%	8%
KS	48	44	39	41	39	38	47	36	36	40	49
%	22%	20%	18%	19%	18%	17%	21%	16%	16%	18%	22%
S	86	99	106	101	109	107	103	106	109	99	88
%	39%	45%	48%	46%	50%	49%	47%	48%	50%	45%	40%
SS	59	52	47	50	42	48	45	50	51	53	56
%	27%	24%	21%	23%	19%	22%	20%	23%	23%	24%	25%
Average	3,78	3,77	3,76	3,76	3,70	3,78	3,73	3,80	3,84	3,79	3,74
Persentase	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	220	220	220	220	220	220	220	220	220	220	220

Source: questionnaire tabulation, processed data, 2025

Based on the survey results presented in Table 5.6, for the first statement, "The organization/leader has the competence to achieve goals effectively," the majority of respondents, 99 (45%), strongly agreed (Strongly Agree), and 52 (24%) agreed (Agree). A further 44 (20%) respondents somewhat disagreed (Neither Agree nor Disagree), and 17 (8%) disagreed (Disagree). No respondents strongly disagreed (Strongly Disagree). These results indicate that the majority of respondents believe that the organization and its leaders possess the necessary competence to achieve goals effectively.

In the second statement, which states, "The organization/leader shows genuine concern for the welfare of its members," 106 people (48%) stated that they strongly agree (SS) and 47 people (21%) stated that they agree (S). 39 people (18%) of respondents stated that they somewhat disagree (KS), and 24 people (11%) stated that they disagree (TS). These results indicate that the majority of respondents feel that the organization and its leaders are very concerned about the welfare of their members.

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In the third statement, which states, "The organization/leader acts honestly, fairly, and consistently according to ethical principles," 101 people (46%) stated Strongly Agree (SS) and 50 people (23%) stated Agree (S). 42 people (19%) of respondents stated Somewhat Agree (KS), while 21 people (10%) stated Disagree (TS) and 9 people (4%) stated Strongly Disagree (STS). This shows that the majority of respondents believe that the organization and leaders act in accordance with the principles of ethics, honesty, and justice.

In the fourth statement, which states "I trust the leadership/management to make the right decisions," 109 people (50%) stated Strongly Agree (SS) and 42 people (19%) stated Agree (S). 39 people (18%) of respondents stated Somewhat Agree (KS), and 17 people (8%) stated Disagree (TS). No respondents stated Strongly Disagree (STS). These data indicate that the majority of respondents trust the leadership in making the right decisions and in accordance with the interests of the organization.

In the fifth statement, which states "I trust my coworkers/team in completing tasks together," 107 people (49%) stated Strongly Agree (SS) and 48 people (22%) stated Agree (S). 38 people (17%) of respondents stated Disagree (KS), and 22 people (10%) stated Disagree (TS). No respondents stated Strongly Disagree (STS). This shows that the majority of respondents feel they trust their coworkers in working together to complete tasks.

In the sixth statement, which states "I trust the organization as an institution to act consistently and fairly," 107 (49%) respondents stated Strongly Agree (SS) and 48 (22%) stated Agree (S). 36 (16%) respondents stated Somewhat Agree (KS), and 22 (10%) stated Disagree (TS). No respondents stated Strongly Disagree (STS). This illustrates that the majority of respondents have high confidence in the organization to act consistently and fairly.

In the seventh statement, which states "I believe the organization/leader fulfills its promises and commitments," 106 (48%) respondents stated Strongly Agree (SS) and 51 (23%) stated Agree (S). 36 (16%) respondents stated Somewhat Agree (KS), and 25 (11%) stated Disagree (TS). No respondents stated Strongly Disagree (STS). These results indicate that the majority of respondents believe that the organization and its leaders fulfill the promises and commitments given to members.

In the eighth statement, which states "The organization/leader is transparent in conveying important information," 103 (47%) respondents stated Strongly Agree (SS) and 45 (20%) stated Agree (S). 39 (18%) respondents stated Somewhat Agree (KS), and 17 (8%) stated Disagree (TS). These results indicate that the majority of respondents believe that the organization and leaders are transparent in conveying important information to members.

In the ninth statement, which states, "The organization/leader acts fairly and does not exploit the weaknesses of members," 107 (49%) respondents stated Strongly Agree (SS) and 48 (22%) stated Agree (S). 39 (18%) respondents stated Disagree (KS), and 22 (10%) stated Disagree (TS). No respondents stated Strongly Disagree (STS). This indicates that the majority of respondents feel that the organization and leaders act fairly and do not exploit the weaknesses of members.

In the tenth statement, which states, "I feel that the relationship with the organization/leader creates a sense of mutual care and positive emotions," 109 (50%) respondents stated Strongly Agree (SS) and 42 (19%) stated Agree (S). 36 (16%) respondents stated Somewhat Agree (KS), and 25 (11%) stated Disagree (TS). No respondents stated Strongly Disagree (STS). This shows that the majority of respondents feel that the relationship with the organization and leader creates a sense of mutual care that is positive emotionally.

In the eleventh statement, which states "I assess organizations/leaders rationally based on their competence and integrity," 107 (49%) respondents stated Strongly Agree (SS) and 48 (22%) stated Agree (S). 39 (18%) respondents stated Disagree (KS), and 22 (10%) stated Disagree (TS). No respondents stated Strongly Disagree (STS). These results indicate that the majority of respondents assess their organizations and leaders rationally based on their competence and integrity.

Overall, the results of the descriptive analysis on the Organizational Trust variable show that the majority of respondents Agree and Strongly Agree with statements related to the level of trust in the organization and leaders. Respondents believe that their leaders have good competence, act fairly, honestly, and consistently in accordance with ethical principles, and are able to fulfill promises and commitments. Trust in the organization and colleagues in working together is also very high, indicating that the relationship between members of the organization is based on a strong sense of mutual trust.

4.3 Organizational Commitment

The description of the frequency of answers from respondents for the organizational commitment variable based on the indicators that have been described in the form of statements is as follows:

Table 3. Organizational Commitment Variable Questionnaire Scores (Y)

Answer	KO1	KO2	KO3	KO4	KO5	KO6	KO7	KO8	KO9
STS	5	3	3	4	1	4	1	5	3
%	2%	1%	1%	2%	0%	2%	0%	2%	1%
TS	26	23	23	24	27	23	23	22	26
%	12%	10%	10%	11%	12%	10%	10%	10%	12%
KS	45	46	49	40	48	50	55	44	44
%	20%	21%	22%	18%	22%	23%	25%	20%	20%
S	89	106	92	109	91	94	93	98	95
%	40%	48%	42%	50%	41%	43%	42%	45%	43%
SS	55	42	53	43	53	49	48	51	52
%	25%	19%	24%	20%	24%	22%	22%	23%	24%
Average	3,74	3,73	3,77	3,74	3,76	3,73	3,75	3,76	3,76
Percentage	100%	100%	100%	100%	100%	100%	100%	100%	100%
Total	220	220	220	220	220	220	220	220	220

Source: questionnaire tabulation, processed data, 2025

Based on the survey results presented in Table 4, for the first statement, "I feel proud and aligned with the organization's values and goals," the majority of respondents, 106 (48%), strongly agreed (Strongly Agree), and 42 (19%) agreed (Agree). Forty-six (21%) respondents somewhat disagreed (Neither Agree nor Disagree). No respondents strongly disagreed (Strongly Disagree). These results indicate that the majority of respondents feel proud and aligned with the organization's values and goals.

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In the second statement, "I feel job satisfaction and meaning in my role in the organization," 92 (42%) respondents stated Strongly Agree (SS) and 53 (24%) stated Agree (S). 49 (22%) respondents stated Somewhat Agree (KS), and 23 (10%) stated Disagree (TS). This indicates that the majority of respondents feel satisfied and find meaning in their roles in the organization.

In the third statement, which states "I have a high emotional attachment and loyalty to the organization," 109 (50%) respondents stated Strongly Agree (SS) and 43 (20%) stated Agree (S). 40 (18%) respondents stated Disagree (KS), and 24 (11%) stated Disagree (TS). No respondents stated Strongly Disagree (STS). This indicates that the majority of respondents have a high emotional attachment and strong loyalty to the organization.

Regarding the fourth statement, "I consider the loss of benefits that would occur if I leave the organization," 109 (50%) respondents strongly agreed (Strongly Agree) and 43 (20%) agreed (Agree). 40 (18%) respondents somewhat disagreed (Neither agree nor disagree), and 24 (11%) disagreed (Neither disagree). This indicates that the majority of respondents consider the negative impacts they would experience if they left the organization.

Regarding the fifth statement, "I depend on the organization's social, spiritual, or facility support," 98 (45%) respondents strongly agreed (Neither agree nor disagree), and 51 (23%) agreed (Neither agree nor disagree). 44 (20%) respondents somewhat disagreed (Neither agree nor disagree), and 22 (10%) disagreed (Neither disagree). No respondents strongly disagreed (Neither disagree). These results indicate that the majority of respondents feel dependent on the social, spiritual, and facility support provided by the organization.

Regarding the sixth statement, "I believe it is difficult to find another community or place comparable to this organization," 107 (49%) respondents strongly agreed (Strongly Agree) and 48 (22%) agreed (Agree). 39 (18%) respondents somewhat disagreed (Neither agree nor disagree), and 22 (10%) disagreed (Neither disagree). No respondents strongly disagreed (Neither disagree). This indicates that the majority of respondents feel their organization is a highly valued place that is difficult to find elsewhere.

Regarding the seventh statement, "I feel a moral obligation to remain a member of the organization," 93 (42%) respondents strongly agreed (Neither agree nor disagree), and 48 (22%) agreed (Neither agree). 44 (20%) respondents somewhat disagreed (Neither agree nor disagree), and 22 (10%) disagreed (Neither disagree). No respondents strongly disagreed (Neither disagree). These results indicate that the majority of respondents feel they have a moral obligation to remain members of the organization.

Regarding the eighth statement, "Ethical and spiritual awareness drives me to serve the organization wholeheartedly," 107 (49%) respondents strongly agreed (Strongly Agree) and 51 (23%) agreed (Agree). 39 (18%) respondents somewhat disagreed (Neither Agree nor Disagree nor Disagree nor Disagree). No respondents strongly disagreed (Neither Agree nor Disagree nor Disagree). This indicates that the majority of respondents felt that their ethical and spiritual awareness drives them to serve the organization wholeheartedly.

Regarding the ninth statement, "Buddhist norms and values strengthen my loyalty and collective responsibility to the organization," 109 (50%) respondents strongly agreed (Neither Agree nor Agree nor Agree nor Agree nor Agree nor Disa ... These results indicate that Buddhist norms and values play an important role in strengthening members' collective loyalty and responsibility towards the organization.

Overall, the results of the descriptive analysis on the Organizational Commitment variable indicate that the majority of respondents Agree and Strongly Agree with statements related to their commitment to the organization. Respondents feel proud and aligned with the values and goals of the organization, have a high emotional attachment, and feel responsible to remain part of the organization. Ethical and spiritual awareness also play an important role in increasing their commitment to serving the organization sincerely, and Buddhist norms and values strengthen their loyalty to the organization.

4.4 Requirements Analysis Test Results

4.4.1 Outer Model Evaluation: Validity and Reliability Testing

Convergent validity is part of the measurement model, which in SEM-PLS is usually referred to as the outer model, while in covariance-based SEM it is called confirmatory factor analysis (CFA). There are two criteria for assessing whether the outer model (measurement model) meets the requirements for convergent validity for reflective constructs: (1) loading must be above 0.7 and (2) a significant p -value (<0.05). However, in some cases, the requirement for loading above 0.7 is often not met, especially for newly developed questionnaires. Therefore, loadings between 0.40 and 0.70 should still be considered for retention. The following are the results of outer loadings in the research results.

Table 4. Validity Testing Based on Outer Loading

	Organizational Commitment (Y)	Mindfulness (X1)	Organizational Trust (Z)
KS1	0.770		
KS2	0.746		
KS3	0.753		
KS4	0.774		
KS5	0.774		
KS6	0.776		
KS7	0.764		
KS8	0.761		
KS9	0.783		
MF1		0.813	
MF2		0.818	
MF3		0.782	
MF4		0.836	
MF5		0.827	
OT1			0.738
OT10			0.792
OT11			0.788
OT2			0.784
OT3			0.712

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OT4			0.766
OT5			0.770
OT6			0.775
OT7			0.733
OT8			0.759
OT9			0.756

Based on the outer loading validity test in Table 5, all outer loading values were found to be >0.7, which means they met the validity requirements based on the outer loading value. Next, validity testing was conducted based on the average variance extracted (AVE) value.

Table 5. Validity Testing Based on Average Variance Extracted (AVE)

	Average variance extracted (AVE)
Organizational Commitment (Y)	0.588
Mindfulness (X1)	0.665
Organizational Trust (Z)	0.580

The recommended AVE value is above 0.5. All AVE values are >0.5, which means they meet the validity requirements based on AVE. Next, reliability testing is conducted based on the composite reliability (CR) value.

Table 6. Reliability Testing Based on Composite Reliability (CR)

	Composite reliability (rho_c)
Organizational Commitment (Y)	0.928
Mindfulness (X1)	0.908
Organizational Trust (Z)	0.938

The recommended CR value is above 0.7. All CR values were found to be >0.7, which means they met the reliability requirements based on CR. Next, reliability testing was conducted based on Cronbach's alpha (CA) values.

Table 7. Reliability Testing Based on Cronbach's Alpha (CA)

	Cronbach's alpha
Organizational Commitment (Y)	0.912
Mindfulness (X1)	0.874
Organizational Trust (Z)	0.927

The recommended CA value is above 0.7. All CA values were found to be >0.7, which means they met the reliability requirements based on Cronbach's alpha. Next, discriminant validity testing was conducted using the Fornell-Larcker approach.

Table 8. Discriminant Validity Testing

	Organizational Commitment	Mindfulness	Organizational Trust
Organizational Commitment (Y)	(0.767)		
Mindfulness (X1)	0.566	(0.815)	
Organizational Trust (Z)	0.685	0.495	(0.762)

Note: The values between “()” are the square roots of AVE.

In discriminant validity testing, the square root of the AVE of a latent variable is compared with the correlation between that latent variable and other latent variables. The square root of the AVE for each latent variable is greater than the correlation between that latent variable and other latent variables. Therefore, it is concluded that the discriminant validity requirements have been met.

Table 9. Discriminant Validity Test: HTMT

	Organizational Commitment	Mindfulness	Organizational Trust
Organizational Commitment (Y)	0.141		
Mindfulness (X)	0.076	0.633	
Organizational Trust (Z)	0.135	0.742	0.547

Based on the results of the discriminant validity test using the HTMT approach, it is known that all values are <0.9, which means that it is concluded that the discriminant validity requirements based on the HTMT approach have been met.

4.4.2 Significance Test of Influence (Boostrapping) (Hypothesis Test) (Inner Model)

Table 10. Path Coefficient Test & Significance of Influence

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Mindfulness (X) -> Organizational Commitment (Y)	0.245	0.237	0.077	3.192	0.001
Mindfulness (X) -> Organizational Trust (Z)	0.276	0.274	0.067	4.137	0.000
Organizational Trust (Z) -> Organizational Commitment (Y)	0.384	0.400	0.113	3.395	0.001

Based on the results in Table 10, the following results were obtained:

Mindfulness (X) has a positive effect on Organizational Trust (Z), with a coefficient value (Original Sample column) of 0.276 and a significant effect, with a T-statistic of 4.137 > 1.96 and a P-value of 0.000 < 0.05 (Hypothesis Accepted).

Mindfulness (X) has a positive effect on Organizational Commitment (Y), with a coefficient value (Original Sample column) of 0.245 and a significant effect, with a T-statistic of 3.192 > 1.96 and a P-value

of $0.001 < 0.05$ (Hypothesis Accepted).

Organizational Trust (Z) has a positive effect on Organizational Commitment (Y), with a coefficient value (Original Sample column) = 0.384, and is significant, with T-Statistics = $3.395 > 1.96$ and P-Values = $0.001 < 0.05$ (Hypothesis Accepted).

Table 11. R-Square

	R-square
Organizational Commitment (Y)	0.590
Organizational Trust (Z)	0.434

It is known that the R-Square value of Organizational Commitment (Y) is 0.590, which means that Mindfulness (X) and Organizational Trust (Z) are able to explain or influence Organizational Commitment (Y) by 59%, the remaining 41% is influenced by other factors. It is known that the R-Square value of Organizational Trust (Z) is 0.434, which means that Mindfulness (X) is able to explain or influence Organizational Trust (Z) by 43.4%, the remaining 56.6% is influenced by other factors.

Table 12. Q-Square

	Q ² (=1-SSE/SSO)
Organizational Commitment (Y)	0.342
Organizational Trust (Z)	0.245

It is known that the Q-Square value of Organizational Commitment (Y) is $0.341 > 0$, which means that Mindfulness (X) and Organizational Trust (Z) have predictive relevance to Organizational Commitment (Y). It is known that the Q-Square value of Organizational Trust (Z) is $0.245 > 0$, which means that Mindfulness (X) has predictive relevance to Organizational Trust (Z).

Table 13. Goodness of Fit Model Test

	Estimated model
SRMR	0.048

It is known that based on the results of the SRMR goodness of fit test, the SRMR value = $0.048 < 0.1$, so it is concluded that the model is FIT.

Table 14. Mediation Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Mindfulness (X) -> Organizational Trust (Z) -> Organizational Commitment (Y)	0.106	0.113	0.051	2.080	0.038

Based on the results of the mediation test in Table 13:

Organizational Trust (Z) significantly mediates the relationship between Mindfulness (X1) and Organizational Commitment (Y), with T-Statistics = $2.080 > 1.96$ and P-Values = $0.038 < 0.05$ (Mediation Hypothesis Accepted).

4.5 Discussion

4.5.1 The Influence of Mindfulness on Organizational Trust

Based on the results of data processing, it is known that Mindfulness has a significant positive effect on Organizational Trust at the Indonesian Buddhayana Council in North Sumatra Province. The results of testing the relationship between Mindfulness (X1) and Organizational Trust (Z) show a path coefficient value of 0.276 with a t-statistic value of 4.137 and a p-value of 0.000. This positive coefficient value indicates that the higher the level of mindfulness possessed by organizational members, the greater the organizational trust formed among members. The t-statistic value (4.137) is much greater than the critical limit of 1.96 at a significance level of 5%, and the p-value ($0.000 < 0.05$) confirms that the relationship is statistically significant. Thus, the hypothesis that Mindfulness has a significant effect on Organizational Trust can be accepted.

The results of this study are in line with research by Kabat-Zinn (2013) which explains that mindfulness, as a full awareness of the present moment without judgment, can improve the quality of interpersonal relationships and increase self-control, which is an important foundation in building trust between individuals in an organization. Furthermore, the results of this study support the findings of Kumprang & Suriyankietkaew (2024) who stated that mindfulness has a positive impact on improving the quality of social interactions, which directly strengthens trusting relationships in the workplace. This study is also in line with the findings of Glomb et al. (2011), which showed that mindfulness can reduce emotional reactivity and improve the quality of communication within an organization, which strengthens organizational trust.

This finding is relevant because our research also found that mindfulness in the Indonesian Buddhayana Assembly can be influenced by organizational factors such as leadership support and an inclusive work culture, which play a role in strengthening organizational trust. Overall, the results of this study strengthen the argument that mindfulness plays a crucial role in strengthening organizational trust, which in turn can build a more harmonious and trusting organizational environment. This finding aligns with numerous previous studies showing that mindfulness not only benefits individuals but also significantly impacts the quality of interpersonal relationships in the workplace, including organizational trust. These findings have several practical implications for the Indonesian Buddhayana Assembly. To enhance organizational trust, organizations can introduce and support mindfulness practices among their members, either through formal training or by creating an environment that supports mindfulness.

4.5.2. The Influence of Mindfulness on Organizational Commitment

Based on the results of data analysis, it was found that Mindfulness has a positive and significant effect on Organizational Commitment at the Indonesian Buddhayana Council in North Sumatra Province. The path test results showed a coefficient value of 0.245 with a t-statistic of 3.192 and a p-value of 0.000. This positive coefficient value indicates that the higher the level of individual mindfulness, the greater their commitment to the organization. A t-statistic value greater than 1.96 and a p-value smaller than 0.05 confirm that the relationship between mindfulness and organizational commitment is statistically significant. Thus, the hypothesis stating that mindfulness has a significant effect on organizational commitment can be accepted. In line with the findings of Bonde (2023) who revealed that mindfulness-based interventions at the organizational level can increase social capital and psychological safety in the workplace. This study shows that mindfulness not only affects individuals directly but can also create a work environment that supports organizational members.

Overall, the results of this study strengthen the argument that mindfulness plays a crucial role in building and strengthening organizational commitment. Applying mindfulness in daily practice can improve psychological well-being, strengthen interpersonal relationships, and create a supportive work environment, which in turn increases individual commitment to the organization. To enhance organizational commitment, the Indonesian Buddhayana Council can focus on mindfulness-based leader training and development, as well as introducing Buddhist values into decision-making processes and interactions between members. Organizational leaders can also strengthen commitment by demonstrating empathy, integrity, and concern for the well-being of members.

4.5.3 The Influence of Organizational Trust on Organizational Commitment

Based on the results of the research conducted, it was found that Organizational Trust (Z) has a positive effect on Organizational Commitment (Y) at the Indonesian Buddhayana Council in North Sumatra Province, with a coefficient value of 0.384. This effect is statistically significant, indicated by a T-Statistic of 3.395 (greater than 1.96) and P-Values of 0.001 (less than 0.05). Therefore, the hypothesis stating that organizational trust has a significant effect on organizational commitment is accepted. This finding is in line with research by Alomran et al. (2024) which showed that organizational trust has a positive effect on all dimensions of organizational commitment (affective, continuance, and normative) among hotel employees in the Hail region, Saudi Arabia. This study emphasizes the importance of building a trusting environment to increase the level of organizational commitment.

These findings suggest that organizational trust can enhance employee engagement, which in turn can strengthen organizational commitment. This is supported by Chen et al. (2025) who found that organizational trust has a positive effect on affective commitment and service-oriented organizational citizenship behavior (OCB). Overall, the results of this study strengthen the argument that organizational trust plays a crucial role in building and strengthening organizational commitment. Trust-based implementation can enhance members' sense of responsibility, dedication, and psychological well-being, which in turn enhances individual commitment to the organization.

4.5.4 The Influence of Mindfulness on Organizational Commitment through Organizational Trust

Based on the results of the research that has been conducted, it was found that Mindfulness (X1) has a positive effect on Organizational Commitment (Y) through Organizational Trust (Z) at the Indonesian Buddhayana Council in North Sumatra Province. The results of the mediation test show that Organizational Trust (Z) plays a significant mediator in the relationship between mindfulness and organizational commitment, with a T-Statistics value of 2.080 (greater than 1.96) and P-Values of 0.038 (smaller than 0.05). This finding is in line with research by Cheng & Zhang (2023) which shows that employee mindfulness can strengthen the relationship between superior trust and organizational commitment. This study emphasizes the importance of mindfulness in increasing leadership effectiveness and strengthening organizational commitment through increased trust.

Furthermore, a study by Stedham (2019) revealed that mindfulness in leaders positively influences leadership effectiveness by increasing trust between leaders and followers. This study suggests that mindfulness can strengthen the relationship between trust and organizational commitment in the context of religious organizations. Overall, the results of this study strengthen the argument that mindfulness plays a crucial role in building and strengthening organizational commitment by increasing organizational trust. Applying mindfulness in daily practice can increase trust among members, which in turn increases individual commitment to the organization.

Conclusion

Based on the research results, it can be concluded that:

Mindfulness (X) has a positive effect on Organizational Trust (Z), with a coefficient value (Original Sample column) of 0.276 and a significant effect, with a T-statistic of $4.137 > 1.96$ and a P-value of $0.000 < 0.05$ (**Hypothesis Accepted**).

Mindfulness (X) has a positive effect on Organizational Commitment (Y), with a coefficient value (Original Sample column) of 0.245 and a significant effect, with a T-statistic of $3.192 > 1.96$ and a P-value of $0.001 < 0.05$ (**Hypothesis Accepted**).

Organizational Trust (Z) has a positive effect on Organizational Commitment (Y), with a coefficient value (Original Sample column) = 0.384, and is significant, with T-Statistics = $3.395 > 1.96$ and P-Values = $0.001 < 0.05$ (**Hypothesis Accepted**).

Organizational Trust (Z) significantly mediates the relationship between Mindfulness (X) and Organizational Commitment (Y), with T-Statistics = $2.080 > 1.96$ and P-Values = $0.038 < 0.05$ (**Mediation Hypothesis Accepted**).

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