

Mindfulness Practices for Fostering Resilience and Innovation in Operations Management in VUCA and BANI Environments

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Abstract: The accelerating pace of change and the growing complexity in the current business environment are becoming more uncertain and bifurcated, often characterized by the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) and BANI (Brittle, Anxious, Nonlinear, Incomprehensible) models. These aspects put pressure on the traditional ways of dealing with operations management, especially in promoting resilience and spurring innovation. The paper discusses how mindfulness practices can help in building resilience and innovations in operations management, that is, in VUCA and BANI environments. The fundamental aim is to study how the mindfulness practices may be used to assist operations managers to adapt to a turbulent environment and increase their ability to be innovative in organizations. It takes a qualitative approach that applies a mixture of case studies and interviews of senior operations managers in the various industries. The results show that meditation, focused attention, and self-awareness are some of the mindfulness practices that can help managers make better decisions when faced with pressure, lessen stress, and create a culture of innovation through promoting creative problem-solving. Also, organizations that incorporate mindfulness in their operations management methods have greater resilience, as seen through enhanced adaptability and responsiveness to disruptions. The current study sheds light on the fact that mindfulness is a potent tool in managing the complexity of today's operations management and has practical implications for managers looking to make their organizations highly agile and innovative. The paper requests more research into mindfulness as a fundamental competence of uncertainty management and achieving sustainable innovation in the sphere of operations.

Keywords: Mindfulness; organizational resilience; innovation; operations management; VUCA; BANI.

I. Introduction

The business environment has become rather uncertain and complex in the recent past, owing to the presence of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) and BANI (Brittle, Anxious, Nonlinear, and Incomprehensible) situations. These concepts are reflections of the challenges facing the modern organizations in a rapidly evolving technology-based environment, shocks, and emerging customer demands, which contribute to a climate of constant change. The VUCA and BANI concepts focus on the uncertainties that the operations managers have to be in, which brings out clear implications for decision-making, strategic, and innovations of the organizational process (Buranapin et al., 2023). The modern operations managers are required to ensure efficiency

and performance in a chaotic and uncertain environment; therefore, it is critical for them to cultivate resilience and innovativeness among their employees and organizational structure (Koopmans et al., 2024). In the given context, the concept of mindfulness has become a possible instrument in terms of improving operational resilience and stimulating new ideas (Esteves et al., 2026). Mindfulness practices that involve meditation, attentive concentration, and self-awareness have been observed to assist people in handling stress, enhancing decision-making, and enhancing emotional intelligence (Marwa & Ichsan, 2024). These benefits come in particularly handy in VUCA and BANI environments where one needs to think quickly, be adaptable, and come up with creative solutions. Mindfulness may enable leaders and groups to stay grounded in the midst of the noise, become resilient in the face of uncertainty, and create an innovative and flexible culture.

Even though the interaction between mindfulness and organizational behavior has received a stronger focus, a literature gap exists with regard to the direct relationship between mindfulness practices and resilience, as well as innovation in operations management within the framework of VUCA and BANI Liu et al., (2022). Although the effect of mindfulness on both leadership and personal well-being has been investigated in previous studies, less focus has been brought to its effect on enhancing operational agility and organizational change in turbulent environments (Kumprang & Suriyankietkaew, 2024; Arasuraja, 2024). This paper, aims to address the research gap by exploring how mindfulness practices, resilience, and innovation relate to operations management. The main research questions that will provide direction to the current study are: What is the role of mindfulness practices in resiliency in operations management? How can mindfulness be used to introduce innovation in VUCA and BANI contexts? The paper will seek to offer insights on how the operations leaders can use mindfulness to guide their way through complexity and improve performance during uncertain times through this research.

II. Literature Review

This part of the paper considers the literature available on the research of mindfulness practices in operations management in the VUCA and BANI environment. The four major sub-themes that the review is organized into are as follows: VUCA and BANI in Management Studies, Mindfulness Practices in Organizations, Resilience in Operations Management, and Processes of Innovation under Stress. VUCA and BANI models have emerged as the key to the unforeseeable future of the contemporary business world. Volatility, uncertainty, complexity, and ambiguity are the terms used to describe VUCA, and they demonstrate the problems of the fast-changing markets, supply chains, and political instability. The BANI framework, which has been offered to overcome the emotional and psychological pressure of VUCA states, focuses on brittleness, anxiety, nonlinearity, and incomprehensibility. Agility and resilience are essential aspects of operations systems according to these models, and mindfulness practices can help greatly in this field.

The concept of mindfulness, which refers to being mindful of what is happening at each moment in time, has gained importance in the field of management scholarship. It was initially associated with personal health, but today it has been involved in increasing leadership, decision-making, and stress management (Syamsir et al., 2025).

Research has indicated that mindfulness enhances emotions and concentration, which are essential in good decision-making when faced with stressful scenarios (Mogoui, 2017). Although the connection between mindfulness and such operational outcomes as resilience and innovation is under-researched, available studies show that mindfulness can contribute to dexterity, leadership, and performance in a team, all of which are needed in VUCA and BANI settings (Halil et al., 2025).

The concept of resilience in operations is associated with how the organization copes with disruptions and continues to operate. In VUCA and BANI situations, resilience implies that it is necessary not just to recover after shocks but also to be capable of encouraging thriving in uncertainty. Mindfulness has been proven to elevate emotional regulation and clarity in stressful situations, which contributes to the resilience of individuals as it enables them to be flexible in responding to challenges. Mindfulness will help lessen anxiety, enhance concentration, and develop adaptive behaviors, which will all make the operations system more resilient. Cognitive flexibility, creativity, and adaptability are needed in cases where innovation is required in stressful environments. Mindfulness has been found to develop these characteristics, as it facilitates open-minded thinking and lessens cognitive biases, and is therefore an effective weapon in creating innovation under stress. When the teams are mindful, they can more easily work together, be creative in generating solutions, and also in turbulent situations. Mindfulness can be used in BANI and VUCA environments to enable organizations to keep innovative and yet remain stable in operations (Slaiby et al., 2025).

2.1.Theoretical Framework

The following section describes a theoretical framework according to which mindfulness practices have a profound effect on the results of resilience and innovation in operations management, especially in VUCA and BANI contexts. The framework illustrates how mindfulness leads to the development of resilience abilities (when it comes to coping abilities and adaptability) and innovation (when it comes to creative problem-solving abilities and process improvement). These are the functions of emotional regulation and cognitive flexibility, which are positively affected by mindfulness practices. Mindfulness practices can modify such significant psychological characteristics as emotional control and cognitive flexibility because of mindfulness-based techniques, including meditation, breath work, and attention. Emotional regulation assists individuals with managing stress to be led by their mind and clear their heads in such chaotic situations, help express their thoughts, and respond to emerging challenges. These characteristics combined enhance the power of an individual to endure difficulty (resilience) and create new ways of solving complex problems (innovation). The theory assumes that mindfulness exercises enhance emotional regulation, which subsequently increases resilience. Stronger individuals and organizations are better placed to cope with stress, cope with failures, and ensure continuity in operations in case of any disruption. Moreover, mindfulness improves cognitive flexibility, and it leads to creativity and the ability to solve problems in high-stress scenarios more effectively. These are the cognitive benefits that are responsible for the results of innovation, which entail enhancements in processes and generation of new ideas/products.

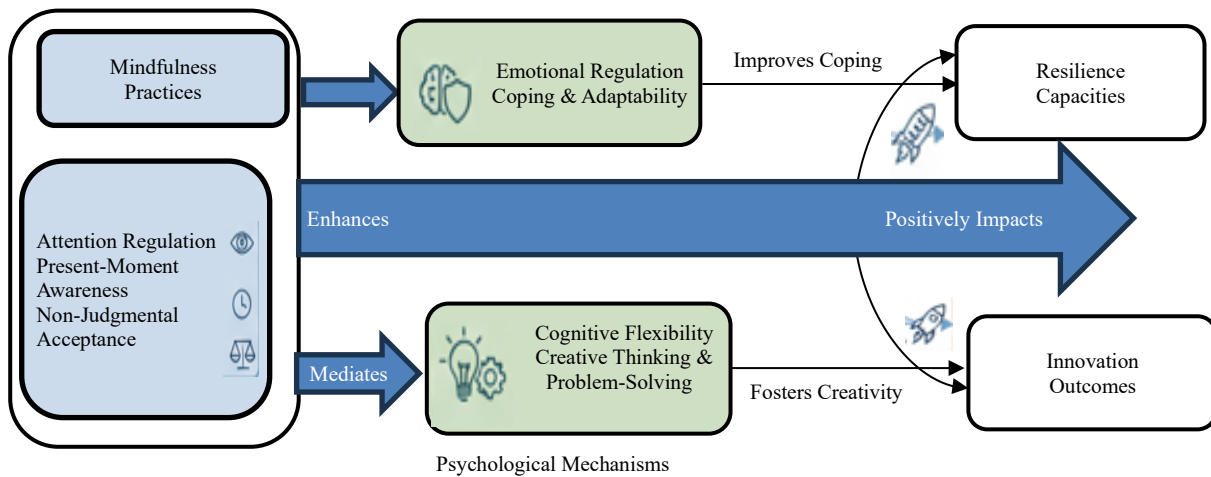


Fig. 1. Mediated Conceptual Framework of Mindfulness-Driven Resilience and Innovation.

The mediators presented in the fig. 1 are emotional regulation and cognitive flexibility, which can be influenced by the independent variable, which is mindfulness practices. The independent variable, in its turn, positively affects the resilience and innovation outcomes, which are the dependent variables. Emotional regulation brings about resilience because of coping and adaptability, while cognitive flexibility produces innovation due to creativity and problem-solving.

The hypotheses proposed are that the effects of mindfulness practices are:

- It has a positive impact on emotional regulation, which improves resilience capacities, enabling individuals and organizations to cope better with challenges and adjust to changes.
- Expand flexibility in thinking, which leads to innovation through enhancing creative problem solutions and process innovation.
- Develop resilience through emotional control, which allows one to recover faster than otherwise when disrupted.
- Encourage innovation through cognitive expansion, which enables organizations to discover new solutions and create in uncertain and complex situations.

This concept is helpful for understanding the use of mindfulness practices to build resilience and innovation, particularly in operations management when the environment is VUCA and BANI, and operations management needs to be adaptive and think laterally. Emotional regulation and cognitive flexibility allow organizations through mindfulness not only to survive but also to succeed through innovation.

III. Methodology

The current research is based on a mixed methods approach that will be used to explore the connection between mindfulness practice and development of resilience and innovation in operations management, particularly within VUCA and BANI conditions. The use of a mixed methods design will be helpful in studying the influence of

mindfulness on key performance indicators in operations in that it will allow for collecting both qualitative and quantitative data and provide more detailed insights concerning the effect of the influence of mindfulness on the performance of the organization. In qualitative part of the research, a semi-structured interview will be conducted with senior operations managers from industries like manufacturing, supply chain management, technology, and healthcare. Such industries have been chosen due to the fact that they operate within the VUCA and BANI conditions. Purposive sampling will be used to choose 20-30 senior managers in order to ensure rich insights from the interviews.

The quantitative aspect will entail a survey in which a bigger sample of operations managers, say 200-300 people, will be sampled by using stratified random sampling to represent operations managers working in different sectors and of different sizes. The survey will be aimed at testing the correlation between mindfulness practices and the outcomes of operations, which are resilience and innovation. In order to assess mindfulness, research apply the Mindful Attention Awareness Scale (MAAS), which will evaluate the levels of awareness and attention among people in their daily lives. The level of resilience will be assessed with the help of the adult version of the Resilience Scale (RSA), where the variables of emotional regulation, problem-solving, and social support are evaluated. The performance of innovation will be measured based on a specifically designed innovation scale, where objective measures (process innovations) are included, and those that are subjective (perceived creativity and problem-solving skills).

To analyze the data, qualitative data (interviews) will be analyzed through theme coding, and main themes and subthemes will be identified in mindfulness, resilience, and innovation. The statistical method to be applied in the analysis of the quantitative survey data will include descriptive statistics to summarize the data, correlation analysis to identify the relationships, and regression analysis to test the hypothesis concerning the effects of mindfulness on resilience and innovation. Besides, factor analysis can also be used to substantiate mindfulness, resilience, and innovation outcomes measurement scales. In case the paper is conceptual, the systematic review of the existing literature will be involved in the development process with the purpose of identifying gaps in the current knowledge about the role of mindfulness in operations management. On the basis of this review, a conceptual framework will be suggested, and existing theories and models will be combined to present the relationship among mindfulness practices, resilience, and innovation. The research will come up with propositions on the degree to which these variables relate to each other, and this will lead to a better theoretical knowledge of how mindfulness will support operations management in a turbulent, uncertain environment. The mixed-methodology design will allow the research questions to be thoroughly explored, both in qualitative and quantitative terms, to gain a sense of the development of mindfulness practices as a resiliency-inducing and innovation-enhancing operational management method.

3.1. Findings

In this section, the main research findings are provided, and they relate the mindfulness practices, resilience, and innovation in operations management to work within VUCA and BANI contexts. The results are based on the qualitative and quantitative information, providing not only empirical but also thematic information that proves the validity of the relationships. The analysis was done quantitatively using the data from a survey conducted among the operations managers of different industries. The most important results demonstrate that there is a considerable correlation between mindfulness and resilience and innovation:

Regression analysis revealed that mindfulness has a positive, statistically significant relationship with resilience which is shown in table 1. Greater mindfulness levels were linked with greater resilience abilities, especially in terms of adaptability and adaptation to disruption. The beta coefficient of this relationship was -0.45, and the p-value was 0.001, which was strong and significant. In the same way, innovation outcomes were positively related to mindfulness. Mindful managers said that they engaged in more creative problem-solving and process improvement. The regression coefficient of this relationship was 0.38 with a p-value of 0.003, which indicates that mindfulness is a significant contributor to innovation in operations management. Additional interpretation revealed positive effects of resilience on the results of innovations. The more resilient managers could innovate, especially where there was a need to change processes or come up with new solutions. The correlation of resilience and innovation was 0.52, with the relationship between the two variables showing that they are moderately to strongly related.

Table 1. Regression Analysis Results.

Relationship	Regression Coefficient (β)	p-value
Mindfulness $\rightarrow$ Resilience	0.45	0.001
Mindfulness $\rightarrow$ Innovation	0.38	0.003
Resilience $\rightarrow$ Innovation	0.52 (Correlation)	N/A

The qualitative data was collected in the form of semi-structured interviews with the senior operations managers and allowed them to learn about the value of mindfulness practices in the context of resilience and innovation in operational environments. The noteworthy themes identified in the interviews are the following. Managers emphasized the fact that mindfulness assisted them in overcoming stress and focusing on stressful circumstances. Meditation and breathing exercises helped them to reduce fear, stay mindful, and think rationally in chaotic settings. Lots of managers reported that mindfulness taught them to remain focused on the task they had to complete, minimizing the number of distractions and resulting in more considerate decision-making. This also came in handy during the time of dealing with uncertainty and complex decisions, when they are on their toes. Some interviewees also said that mindfulness helped them to make creative solutions as it enabled them to look at issues from a new perspective. Their capability to empty their minds and minimize cognitive biases allowed them to find creative ways of solving operational issues. Conscious managers focused on how mindfulness made

them more adaptable to unforeseen disturbances. Mindfulness enabled them to overcome setbacks and continue functioning faster after having emotional control, thus.

The mindfulness-resilience-innovation connection was especially high in the highly volatile industry, including the healthcare, technology, and management of supply chains. Managers, in these areas where VUCA and BANI conditions were the most common, documented the most mindfulness practice, as well as the greatest improvements in resilience and innovation. In companies that had integrated mindfulness into the corporate culture, either via regular mindfulness training programs, a greater sense of individual resilience and innovation was felt. This implies that mindfulness organizational commitment has the capacity to improve general operational performance. Findings revealed that resilience and innovation do not only have an independent relationship with mindfulness but are also interrelated. Strong organizations had high chances of promoting innovation, and the innovative output was likely to strengthen resilience by enhancing procedures and reducing risks.

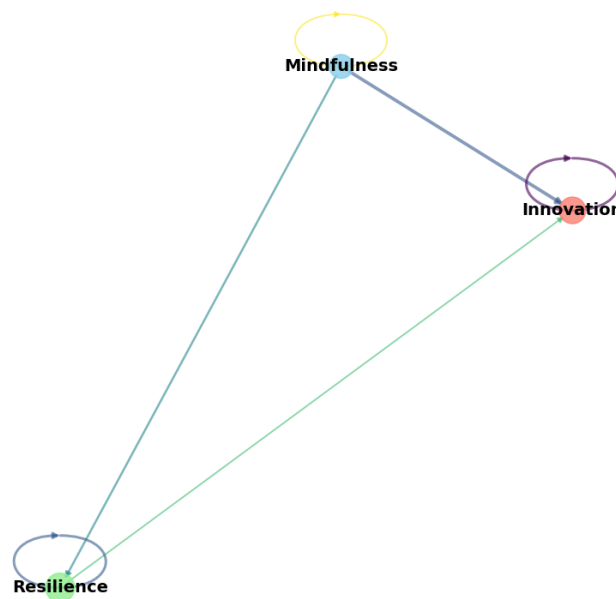


Fig. 2. Conceptual Model of Mindfulness, Resilience, and Innovation.

Fig. 2 displays the correlation between mindfulness practices and the effect on resilience and innovation. Mindfulness improves emotional regulation and cognitive flexibility, which subsequently leads to a higher level of resilience and innovation.

The statistical analysis is solid empirical evidence of the main relationships considered in the research. In particular, the regression analysis showed that there is a strong positive correlation between mindfulness and resilience, with a regression coefficient of 0.45 ($p = 0.001$), meaning that mindfulness practices improve resilience in operations management. Likewise, mindfulness was discovered to have a positive effect on the outcomes of innovation, as a regression coefficient of 0.38 ($p = 0.003$) proves that mindfulness brings about innovations in solving problems and improving processes. Also, there was a correlation of resilience and innovation of 0.52, indicating that the two variables have a moderate to strong positive correlation. Such findings serve as compelling

evidence in favor of the idea that the mindfulness approach is critical to developing resilience and innovation in operations management within environments characterized by uncertainty and complexity.

IV. Discussion

The results of this paper provide useful information on how mindfulness practices can enhance resilience and more innovation in operations management, especially in tough environments that are marked by VUCA (Volatility, Uncertainty, Complexity, and ambiguity) and BANI (Brittle, Anxious, Nonlinear, and Incomprehensible) conditions. These insights not only assist in building theoretical understanding but also provide practical guidelines for practitioners willing to navigate the intricacies of contemporary operations.

This paper adds value to the theoretical body of operations management practice because it incorporates mindfulness in the resilience and innovation models. Traditionally, resilience in operations management has been related to the capability of an organization to adjust and recuperate whenever confronted by disturbances and innovation, with the perpetual enhancement and the capacity to produce imaginative resolutions to arising problems. Nevertheless, the contribution of mindfulness to such processes has not been adequately examined. The results of the study indicate that mindfulness exercises (meditation, concentrated attention, and self-awareness) have the potential to enhance emotional regulation and cognitive flexibility that are fundamental to adaptive behavior and decision-making in uncertain and complex situations. The connection between mindfulness and resilience, as well as innovation, makes this research a valuable new conceptual model in the field of operations management, which can make mindfulness one of the key facilitators of organizational stability and adaptability (Gao, 2025). It criticises the old perspective of operations management that tends to be operations management with the most emphasis on the optimization and efficiency of the process, by placing more emphasis on the mental and emotional capabilities to overcome turbulence, and the ability to be creative.

Mindfulness as a strategic organizational capability is applicable in the context of VUCA and BANI environments (Barros & Ramos, 2023). These environments are unpredictable, which causes stress and is also emotionally challenging to deal with, and thus, the leaders and teams are forced to balance their emotions, remain on track, and make decisions within seconds despite the uncertainty. The results indicate that mindfulness programs can help operations managers to develop the mental strength to succeed in such environments (He & Zaman, 2024). Conscious leaders are in a more strategic position to keep their heads when under pressure, adapt to changes, and recuperate from setbacks, which are key skills in a volatile and uncertain environment that can cause instability in an organization. In addition, mindfulness helps to develop mental agility, the capacity to change the mind swiftly, to think in various ways, and to create new solutions on the spot. The latter attributes are particularly useful in the VUCA and the BANI environments, where innovativeness in making decisions and creative problem-solving become vital to remaining competitive. This research shows that the concept of mindfulness is not only a resource that helps people become happy, but it may also be used as a tool for creating organizational agility by making the organization capable of responding to disruptions quickly.

The changes in operation are widespread to the practitioners especially those in operation management. From the findings of the research, the introduction of the mindfulness practices to organizational practices is likely to boost decision-making skills, flexibility, and continuous improvement and innovation. The practitioners can redesign the operational processes through the introduction of mindfulness practices within the process of developing leaders to enable managers acquire skills for regulating emotions and focusing, which are crucial in an environment with uncertainties. Fostering mindfulness behavior among groups to improve teamwork and minimize stress. This can be achieved through mindfulness sessions, mindful conference, or guided meditations that help in decision-making and reduce cognitive biases. Mindfulness incorporation into the change management strategy to help in coping with the resistance and enhance successful implementation of the new processes, products, or technology. Mindfulness may make people be present and open-minded throughout periods of change, which will decrease anxiety and improve acceptance of change.

When mindfulness is integrated into operations management, it not only enhances individual and team performance but also creates a strong organizational culture that is able to cope with the disruptive nature of the VUCA and BANI conditions. The research reveals some concrete evidence indicating that mindfulness can facilitate resilience in operations management, strengthening emotional regulation and creating cognitive flexibility. By practicing mindfulness, people can stay calm even when faced with misfortune and stress, minimizing the chances of emotional exhaustion and paralysis in decision-making when they are in a state of confusion. In this regard, resilience does not merely consist of recovering when adversity occurs, but it also consists of being active to change and adjust to the challenges and remain calm in the chaos.

Through mindfulness, organizations assist employees to acquire the ability to overcome stress, rework challenges, and recuperate after a setback. Indicatively, mindful leaders are more competent to evaluate circumstances quickly, make rational judgments, and have a clear mind even when there is an unexpected hitch in operations. This increased capacity to remain focused under pressure allows leaders to guide their organizations through crises better, maintaining continuity in operations and survival of the organization in unpredictable situations. Creativity and the capability to find new ways of solving problems are necessary in innovation, especially in turbulent settings. According to the research, mindfulness boosts innovation through the increase of cognitive flexibility and open-minded thought. Mindfulness enables one to come out of his/her habitual way of thinking, which allows one to be innovative, thereby being able to think of new ideas and seek unconventional ways to solve difficult problems.

Moreover, mindfulness encourages the growth mindset- the idea that skills and smartness can be trained through learning and practice- that is fundamental to the innovation culture. Within operations management, this attitude promotes the culture of experimentation and learning through failure, which subsequently sparks continued innovation in processes, products, and services. Mindfulness leads to innovation in operations management by promoting cognitive flexibility, which makes employees assume, adopt new views, and formulate

solutions that might not have been apparent to them at the moment (Buranapin et al., 2024). These results are consistent with and build on the current research on mindfulness and its effects on organizational performance. It has been previously indicated that mindfulness positively affects emotional control, decision-making, and well-being, but the article expands this finding by stating that the favorable results can be utilized within the operations management framework to achieve both resiliency and creativity. Moreover, the findings contribute to the existing literature, which highlights the relevance of mindfulness as a tool for developing leadership and teamwork, particularly within challenging conditions. Mindfulness introduced in operations management is also related to more general theoretical constructs, such as dynamic capabilities and organizational agility, which emphasize the ability of organizations to respond and innovate due to unexpected external influences. In this regard, the current research suggests that mindfulness can be among the factors that facilitate dynamic capabilities and allow organizations to stay agile and innovative amidst complex situations.

V. Conclusion

The findings of the study show that the mindfulness exercises are very crucial in developing resilience and innovation in operations management, especially under VUCA and BANI contexts. Through mindfulness, operations managers are less likely to respond to uncertainties, handle disruptions, and innovatively deal with problems because mindfulness enhances emotional regulation and cognitive flexibility. From the results obtained, it is evident that mindfulness should be considered a strategic tool for organizational agility and adaptability. Mindfulness can be applied in the leadership training program, collaboration among teams, and change management in such a way that the organization can make effective decisions and innovate. Mindfulness promotion within groups may also help in building a flexible and resilient organizational culture. This research has limitations in the sense that it has only studied the effect of mindfulness in some particular industries, and the sample size is also very small. Moreover, it has used self-reporting, which makes it biased. The future studies may look into the impact of mindfulness on organizational performance across different industries in the long run. The mechanism by which mindfulness impacts innovation and resiliency may also be the topic of discussion in future studies.

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