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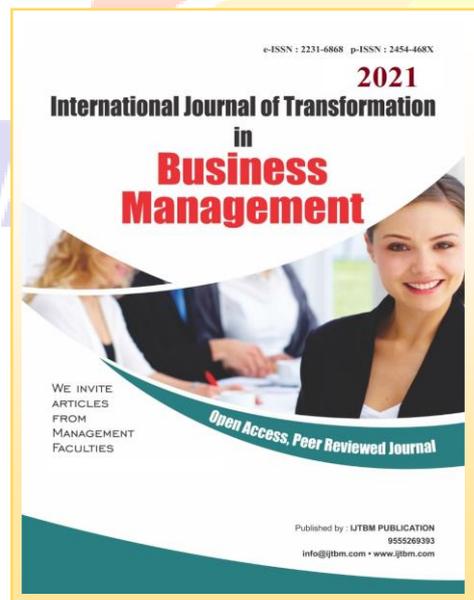
MINDFULNESS AND ITS IMPACT ON IMPROVING THE
STRATEGIC RESPONSE / EXPLORATORY RESEARCH
FOR THE OPINIONS OF A SAMPLE OF PUBLIC
UNIVERSITIES IN THE CITY OF BAGHDAD

Maryam Fagher Al.Deen Mahmood, Prof.Dr. Ali Hasson Al-Tae
Iraq

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ABSTRACT

The current research aims to test the relationship between mindfulness as an independent variable in the strategic response as a dependent variable, as well as diagnosing the level of university interest in research variables and their dimensions, and based on the novelty of the variables and their urgent importance for universities and their staff on the one hand, and society on the other hand, and an orientation to serve the objectives of the research adopted the descriptive approach. The exploratory purpose for that purpose, as the application of the current research included four universities (University of Baghdad, Al-Mustansiriya University, Al-Nahrain University, Iraqi University). , Associate Dean, Head of Department) exclusively and comprehensively, and the main research tool (the questionnaire) was distributed to them to survey their opinions about the availability of the variables investigated in order to identify the relationships targeted by the research, so they recovered (142) of them, and when they were unloaded, the valid ones were for statistical analysis (135). The questionnaire was supplemented with data, observations and limited interviews, while the research used statistical programs (AMOS V.25- SPSS V.26) to analyze the primary data, with the adoption of statistical methods. Descriptive and inferential represented in (normal distribution test, exploratory factor analysis, confirmatory factor analysis, validity and reliability test, arithmetic mean, standard deviation, relative difference coefficient, relative importance, Pearson correlation coefficient, multiple linear regression coefficient, ANOVA test) to test the main research hypothesis emanating from the main questions, and the statistical analysis showed a number of results, the most prominent of which was the absence of differences in the sample answers according to the university or according to the type of college on the presence of an effect of mindfulness in the strategic response, especially through organizational vigilance and interactive vigilance, with no investment in other dimensions.

Keywords: *Mindfulness, Strategic Response, Strategic Flexibility, Organizational Vigilance.*

RESEARCH PROBLEM

The research problem started from the limited awareness and understanding without ambition of the variables of mindfulness and strategic response in some Iraqi universities, and despite the presence of administrative bodies with prestigious positions and important teaching staff and individuals committed to achieving the goals of education to keep pace with the successive educational developments, their

understanding and their awareness of the application of some dimensions of the study variables is narrow. The scope, in a limited and routine manner, as well as their awareness of the concepts and characteristics of each variable without ambition, in addition to the field experience and interviews conducted by the researcher before distributing the questionnaire, which led to its diagnosis of the limited matching of individuals' opinions and suggestions with

the vision, mission and objectives of the colleges, which prompted them to know the level of availability of these variables. In the Iraqi universities under research and their colleges, and that the researcher deepened the study of the concepts of the variables (mindfulness, strategic response), and his awareness of their impact on the organizational structure of the universities, made him identify some features of the questions, as well as the researcher's self-motivation to adhere to this combination and engage in research in it, to promote the study of Mindfulness in Iraq and linking it to the strategic response, as it has not been developed. In line with the environmental examination, the main practical research problem lies in answering the main question of the research, (Was university mindfulness able to influence its ability to strategic response)? Hence, it became necessary for the researcher to put a few theoretical and practical questions that embody the problem and seek to answer them, as follows :

1. What is the intellectual theorizing of the proposals of writers and researchers about the variables under consideration (mindfulness, strategic response)?
2. What is the most prominent philosophical and intellectual controversy dealt with by previous researchers and writers? To what extent did their intellectual propositions reach and what did

they enrich the global, Arab and local libraries?.

3. What is the level of adoption, practice and interest of some Iraqi universities in vigilance and its dimensions (vigilance-based tasks, interactive vigilance, organizational vigilance)?.

4. What is the research sample's level of awareness of the response and its dimensions (strategic flexibility, strategic sensing, collective intelligence)? Which of its dimensions was more prioritized than the other)?.

5. Does (mindfulness affect the strategic response directly?), To what extent do these variables explain any interest in one of them, and how will it be reflected in the other in some of the faculties of the studied universities?.

6. Does the relationship between mindfulness increase the level of strategic response in the studied universities?.

RESEARCH HYPOTHESIS

The hypothesis scheme aims to form a diverse and coherent research entity in a planned manner to clarify the logical relationships of the set of variables and its dimensions, choosing the dimensions of the variables according to the intellectual and literary surveys of the available primary

sources for the researcher related to mindfulness and its relationship to the strategic response, and according to the researcher's initial review of the latest research developments in the field of variables, To reflect the current scheme the dimensions and variables of the problem under study and its questions and main premises, which provided for the analysis and diagnosis of the main research problem in some ethnic universities, as well as revealing the relationship between the variables directly and indirectly, the researcher presented a proposed hypothetical model through which those relationships are

embodied as in Figure (1) According to the following variables:

1. The independence variable: Mindfulness appeared as an interactive variable and was measured through its dimensions (vigilance-based tasks, interactive vigilance, organizational vigilance), according to a study (Manier, 2019).
2. The dependent variable: It was embodied in the strategic response and was measured through its dimensions (strategic flexibility, strategic sensing, collective intelligence), and according to the study (Goyette, 2020).

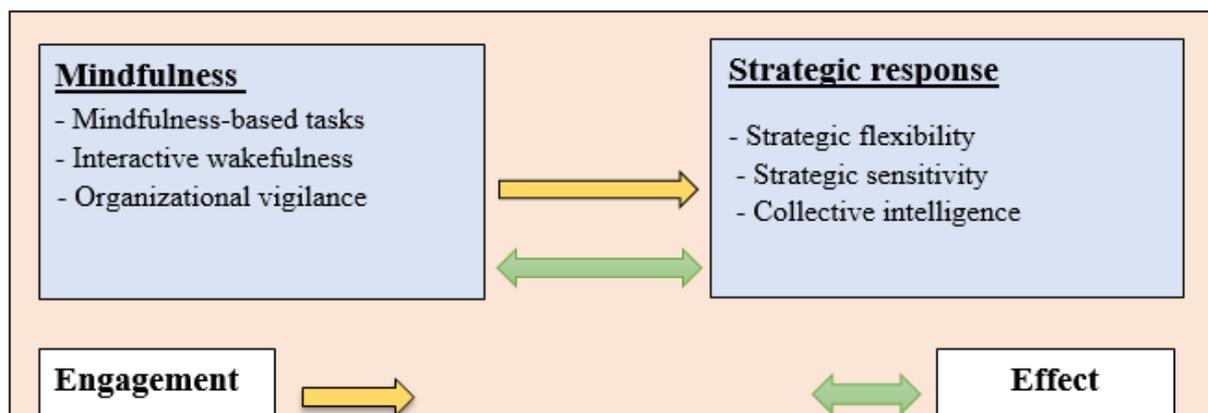


Figure (1) the hypothetical outline of the research

Source: Prepared by the researcher.

INTRODUCTION

Mindfulness has contributed to strengthening the strategic response of universities through the ability to strategically sense

environmental variables, understand their components, and anticipate opportunities with insight, which prompts them to determine the right path and to choose strategies that are compatible with

opportunities and strengths, to achieve their goals and mission, as well as to find multiple strategic alternatives, which lie in their rational folds. And acceptability in light of its current and future resources and choosing the most suitable one to achieve its goals, in close line with its values and motives, and its precedence over its competitors, and prepared mental thinking in the most difficult situations and choosing the appropriate strategy, to confront the state of ambiguity and environmental complexity, especially in light of the recent economic crisis, which was described as the largest An economic crisis since the Great Global Depression in the thirties, and its suffering from a state of environmental uncertainty, and for many non-profit organizations looking for their financial stability, their leaders have been forced to adopt more effective strategies to adapt, on a continuous basis, to these changes, and that universities' response to these developments and challenges will provide have greater chances of survival and outperformance of competitors) and sustainability), and reduce risks, in light of the growth of the private educational sector and its attraction to many of its clients.

For this research, main hypotheses were formulated, during which the researcher tried to develop a hypothetical scheme, and the emergence of its path through the applied

aspect, given the nature and dimensions of the research variables.

Hence the idea of the current research came in order to test the relationship between mindfulness and strategic response and to test its hypotheses based on descriptive and inferential statistics.

MINDFULNESS CONCEPT

Mindfulness is a state of psychological freedom that occurs when attention remains calm and flexible, and is perceived as a state, and may be a trait, through certain practices or activities (such as meditation) (Davis & Hayes ,2011: 198), Mindfulness as a method is defined as awareness and presence of mind in the present moment (Chiesa & Malinowski,2011:405).

Mindfulness is defined as the intentional awareness of the experiences and events to which the individual is exposed, without rushing to make evaluative judgments on them, with the individual accepting his thoughts and feelings in the present moment (DaPaz & Wallander,2017:4), He referred to it as commanding and bringing the individual to full attention to the experiences that occur in the present moment

). 1012: Mostafa & Mahfouz,2021(

THE IMPORTANCE OF MINDFULNESS

Although mindfulness originated in the Buddhist field in the fifth century BC and was famously occupied by Kabat Zain, who invented mindfulness-based stress (Lomas et al., 2019: 4), it is considered one of the modern concepts and interest stems from its role in various areas of life, As it has been proven to help the individual to respond to the environment and its flexible cognitive processing of its dimensions, and it is an indicator for careful examination of expectations and continuous thinking for the individual's dependence on his experience and the diagnosis of new aspects that improve his performance, when the individual is alert, he is in a state of cognitive meditation (Langer & Moldoveanu ,2002: 30) .

Since the late 1990s, interest in mindfulness has increased in occupational contexts, not only for workers experiencing stress and mental health, but for individuals in general as a means to improve performance and well-being (Lomas, et al., 2017 :493), It is a way to control people in the workplace and then achieve better performance. When the individual is awake, he will get rid of anxiety, stress (Ratey&Manning,2014:49). It has awareness, emotion, self-regulation, momentary orientation and improved performance (Wasson et al., 2020: 2).

DIMENSIONS OF MINDFULNESS

1.Mindfulness-based tasks

Mindfulness is of great interest in the workplace by writers and researchers in terms of its impact on employee well-being and performance through self-control and avoiding stress during task performance (Lyddy et al., 2021:20), as mindfulness-based training tends to focus on The physiological experience of breathing as a subject of attention in the context of work, as individual attention in general focuses on the actual work he is doing towards a negative process such as breathing when performing work tasks, he should invest his skills and experience to complete the task, and alertness at work draws the attention of the individual in his tasks while allowing attention of the work environment, and maintaining the integrity of awareness of traditional vigilance for work-related activities (Manier, 2019: 31), as vigilance is considered as a cognitive-emotional fragmentation strategy, which explains to individuals how to adjust perception and emotional limits by increasing their awareness and returning to the present moment after their fear of work procedures, And note the details of work events step by step, to achieve a balance between work and life and reduce conflict between work and society (Althammer et al., 2021:284).

Interactive wakefulness .2

When applying mindfulness in the workplace, the quality of mindfulness's relationship and interaction with others, such as co-workers, bosses, supervisors and customers, should be taken into consideration. Some writers mentioned understanding interactive mindfulness at work as an important next step in understanding how mindfulness works in the workplace, given Because of the importance of good relations for all parties (**Manier, 2019: 31**), and when the individual is in a state of consciousness, he is actively aware of the context and content of the information as a process of drawing new differences on society, and this makes individuals more aware of the context and perspective of actions than relying on past ideas (**Behringer, 2020:30**)

Reactive mindfulness helps to develop emotional regulation by enhancing metacognitive awareness and enhancing attention capabilities, as it contributes to the field of guidance and activation of attention to present moments, and increases awareness and acceptance of physical attempts related to stress(**Davis & Hayes 2011:200**)

3. Organizational vigilance

The importance of organizational vigilance is evident as a result of the complexity of the work environment in a more complex and more sensitive manner, which requires

organizations to work more effectively, as conscious organizations succeed in achieving and achieving their goals effectively and pay attention to minor and major errors that may arise in the organization, organizational vigilance does not care about the awareness of individuals or investing in meditation habits Rather, it is only with organizational habits that contribute to the quality of organizational focus and increase the risks of individuals' awareness of limited information and complex conditions, as organizational vigilance seeks to increase and strengthen organizational diversity, that is, the diversity of the structure in response to the diversity of the external world, by building and relying on everything necessary and strengthening itself for adaptive capabilities (Isirimah Nnamdi & Onuoha,2020: 4).

Organizational vigilance is defined as the attention and ability to context at the same time in response to expected or unexpected cues that get in the way of the individual in his job (Ray et al., 2011:193), while referred to (**Vogus & Sutcliffe, 2012:723**) as the extent of the organization's acquisition Discriminatory details about threats to create the ability to act quickly and respond to them.

THE CONCEPT OF STRATEGIC RESPONSE

Start-up organizations cannot achieve lasting success, as their strategic response to their

environment is not equal, and they may fall into major mistakes that must take corrective action by reorganizing their strategies with the reality of their environment, and reorganizing the organization towards the external environment is through strategic interactions (Green et al., 2008: 357).

A strategic response is defined as a set of procedures that include modifying the strategies followed and redesigning its internal capabilities in line with environmental changes to achieve its objectives (Karimi & Waruguru, 2018:339).

THE IMPORTANCE OF A STRATEGIC RESPONSE

The strategic response is one of the very important issues, as its owners have the ability to anticipate the rapid fluctuations in the organizational environment and the external opportunities and threats it poses, and an accurate knowledge of the internal strengths and weaknesses of the organization, as studies agree that change is a constant feature of organizational life, and organizations should learn How to respond and in a timely manner is a major concern for managers. When competitors gain market power to influence their competitors, organizations, formally or informally, develop strategies that often involve a change in the organization's status quo (Murungi,2013:2),

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In proportion to the external opportunities and threats contained in its environment, and constraints such as price increases, competition, and technological changes, which require organizations to find ways to maneuver and survive The strategic response has been described as effective in dealing with those changes

(Muchiri et al., 2017:661), To outperform competitors and improve performance, including changes in the organization's strategy and behavior to achieve superiority (Nyokabi,2018:1) .

DIMENSIONS OF THE STRATEGIC RESPONSE

1. Strategic flexibility

The concept of strategic flexibility first appeared in the survey presented by the Iacocca Institute in the United States in 1991 and focused on production based on the ability and flexibility to meet rapidly changing needs in the market, after which the Institute (Iacocca) expanded the scope of flexibility (Kale et al ., 2019 :278). Especially in a world that is increasing in speed, as a result of the digital revolution and technology, and climate change, which is unpredictable, which has made it imperative for organizations to develop their flexibility and face the threat, and sudden change, it is imperative for growth, expansion, and risk bearing (Nauck et al.,2021:2).

Strategic flexibility was defined by (Idris & Al-Rubaie, 2013: 71) as the ability to adapt and constantly conform to the strategic direction in the business environment as a strategic function .

2. Strategic sensitivity

The environment often provides some stimuli and signs of change and it usually takes a long time for the organization to realize the need for that change, and strategic sensing is the basis for making strategic decisions related to this, and organizations are not ready to make those changes if the signs of change are not strongly sensed (Anggraini & Sudhartio, 2019: 3).

Strategic sensing has been defined as being open, foresight, and encompassing a large amount of information by maintaining relationships with a variety of individuals and organizations, and then interpreting it as identifying and obtaining continuous opportunities faster than competitors (Muhammad et al., 2020: 86), It was defined as the intensity of awareness and interest that leads to strategic development

Nurjaman & Dwipriyoko, 2021: 392) .

3. Collective intelligence

The concept of collective intelligence has received great attention from researchers since the eighteenth century, and it has extended to various research concepts such as (sociology, psychology, biology,

engineering, management, economics and computer science that focus on information and communication technology).

et al., 2020:1), Suran(

Studies have continued to trace the roots of intelligence, as the term “intelligence” refers to the ability to learn, understand and adapt to the environment using knowledge, while the term “collective” means the gathering of a group of individuals and they are not required to be under the same circumstances and situations and be different, according to viewpoints, while Collective intelligence includes the gathering of a group of ordinary individuals and under certain conditions to achieve better results than the rest of the group members if each of them worked individually. Collective intelligence is defined as a group of people doing seemingly intelligent things (Leimeister, 2010:245).

Finally, it is defined as the cooperation of a group of individuals among themselves to develop a new concept or solve a specific problem (Wyk et al., 2014: 253).

THE PRACTICAL SIDE OF THE RESEARCH.

The place of application of the current research included four Iraqi universities (University of Baghdad, Al-Mustansiriya University, Al-Nahrain University, Iraqi University), to be the research sample (scientific and humanities faculties), as it identified the faculties of medicine and

engineering at the level of scientific faculties, and the faculties of law and political science at the human level, To represent the main components that he examines, and after counting the number of deans, their assistants and heads of departments, and knowing the level of practice and availability of mindfulness, and strategic response, as well as testing the linking relationships in the light of the initial data derived from their answers, as their opinions were adopted because they are the most knowledgeable and closest to determining them through their awareness of the nature of Those activities, and according

to the university's records and the structure of the faculties, and according to the position of the owners that the researcher had seen before (Human Resources Department), and the lists included in the preparation of the community, it was completely enumerated (146), and the size of the sample to be surveyed was its views regarding the research variables (146). Viewed, and it was completely distributed to them, and 142 questionnaires were recovered, i.e. (97.26%), while (135) were valid for analysis and (92.47%) to the community. , as shown in Table (1).

Table (1) Calculation and determination of the research sample, distribution and recovery cases

Final sample/population				Valid for analysis				distributor	Refundable	Required sample				Population			
135				135				142	146	146				146			
92.47%				92.47%				97.26%	100%	percentage							
Iraqi University				Al-Nahrain University				Al-Mustansiriya University				University of Baghdad					
Political Science	Law	Engineering	Medicine	Political Science	Law	Engineering	Medicine	Political Science	Law	Engineering	Medicine	Political Science	Law	Engineering	Medicine		
3	4	7	14	7	5	12	14	6	5	12	13	6	7	17	14		
The recipient																	
3	4	7	14	7	5	12	11	6	5	12	12	6	7	17	12		
the good																	
3	4	7	13	7	5	11	9	6	5	12	12	6	7	16	12		

1. Presentation and description of mindfulness as an independent variable

By returning the researcher to the hypothetical research scheme, I found the second independent variable, which was measured across three dimensions (the task based on vigilance, interactive vigilance, organizational vigilance), and across (33) paragraphs and answers (135) observations in a number of public universities in the city of Baghdad, to get Mindfulness overall on a calculated mean (3.82) with a high level in terms of availability, and weighted on the hypothetical mean of the research with a calculated value T (18.121).

(It was clear that the contribution of organizational vigilance mainly and in the first order in the formation of mindfulness, as a result of the overall dimension obtaining a high-level arithmetic mean (3.80), and it receives a good relative attention (76%) resulting from the extent to which universities acquire discriminatory details towards threats, and there is a distinct type The ability to act quickly and respond to various events quickly, systematically and accurately, indicated the high compatibility and consistency in the answers with a standard deviation of (0.519), and with a relative coefficient of difference (13.65%), and with a value T calculated (17.989) to

likely availability, while the researcher found a contribution Mindfulness-based tasks are in the second order in the formation of mindfulness, as a result of obtaining a high level calculated mean (3.92), and obtaining a good relative attention (78.4%) resulting from the university leaders' ability to pay attention to the behavioral outcomes of their subordinates about the academic work tasks directly, as well as the repercussions The physical senses, thoughts and emotions during the performance of those tasks and duties, with a standard deviation (0.607), a relative coefficient of difference (15.48%), and a calculated value T (17.746) to suggest its availability, and in the third order, the contribution of vigilance is shown. Reactivity in the formation of mindfulness, as it obtained a high calculated mean (3.73), and a good relative interest (74.6%) in the ability to perceive, cooperate, and effectively communicate between the university leaders and their subordinates, and build strong relationships, based on real and active feelings between them, so that the overall dimension obtains Standard deviation (0.634), relative coefficient of variation (16.99%), and the calculated T value (13.505).

Table (2) Presentation and Analysis of Mindfulness Data (n = 135)

priority	T test	Variation coefficient %	Relative importance %	standard deviation	Arithmetic mean	Dimensions of mindfulness	ت
The second	17.746	15.48	78.4	0.607	3.92	Mindfulness-based tasks	1
the third	13.505	16.99	74.6	0.634	3.73	interactive wakefulness	2
the first	17.989	13.65	76	0.519	3.80	organizational vigilance	3
<u>18.121</u>		<u>13.79</u>	<u>76.4</u>	<u>0.527</u>	<u>3.82</u>	Mindfulness	4

Source: SPSS V.26 program output.

2. Description and diagnosis of the strategic response as a dependent variable

The researcher adopted the strategic response as a dependent variable, which she measured through three dimensions (strategic flexibility, strategic sensing, collective intelligence), and through (16) paragraphs, and responses (135) views in a number of public universities in the city of Baghdad, so that the overall strategic response obtained an arithmetic average (3.74).) is high in terms of adoption and practice, and it is weighted on the hypothetical mean of the research with the calculated value (T) 14.418). (

The contribution of collective intelligence was shown in the first order in the formation of the strategic response, with a high-level arithmetic mean (3.86), and a good relative interest (77.2%) resulting from the tendency

of the university’s staff to cooperate at the individual, team and organizational levels among themselves and to develop their abilities, and to provide creativity and innovation A new concept or pioneering activity to solve a specific problem, as the sample showed high compatibility and consistency in the answers with a standard deviation (0.577), a relative coefficient of difference (14.94%), and a calculated value (T) (17,460) to make it likely to be available, while the researcher found the contribution of strategic flexibility in the second order In the formation of the strategic response, as a result of obtaining a high arithmetic average (3.68), and a good relative interest (73.6%) in the ability of the researched universities to respond, initiate, re-locate, and adapt to the various repercussions in the turbulent environment, as a result of their possession

of the resources and capabilities that maintain and sustain their advantage. competitiveness through it, with a standard deviation (0.674), a relative coefficient of variation (18.31%), and a calculated (T) value (11.605) that exceeds its tabular value (1.96) at the significance level (0.05) to suggest moral availability.

While the results of Table (12) showed the contribution of strategic sensing to the formation of the strategic response, as it obtained a high arithmetic mean (3.67), and a

good relative interest (73.4%) in the ability to openness and insight, and to capture a large amount of information and maintain relationships with a different group of Individuals and organizations, and then interpreted as identifying and seizing opportunities continuously, and faster than its competitors within the academic education sector, so that the dimension in total obtains a standard deviation (0.696), a relative coefficient of variation (18.96%), and the calculated value (T) (11.244).

Table (3) Presentation and Analysis of Strategic Response Data (n = 135)

priority	T test	coefficient of difference%	Relative importance%	standard deviation	Arithmetic mean	Dimensions	U
The second	11.605	18.31	73.6	0.674	3.68	Strategic flexibility	1
the third	11.244	18.96	73.4	0.696	3.67	strategic sensitivity	2
the first	17.460	14.94	77.2	0.577	3.86	collective intelligence	3
	14.418	15.90	74.8	0.595	3.74	strategic response	4

Source: program output SPSS V.26.

3. To test the effect of mindfulness on strategic response:

Organizational vigilance, with its combined dimensions, does not have a significant effect on the strategic response:

The results of Table (4) showed that there is an interpretation coefficient (0.723) at the

significance level (0.000), and an average interpretation coefficient (0.717), as the three dimensions of organizational vigilance combined (the tasks based on vigilance, interactive vigilance, and organizational vigilance) were able to explain a percentage of (71.7). %) of the changes that occur in the

strategic response of the universities in question, while the remaining percentage (28.2%) is attributed to other variables that were not included in the tested model. While it was found that there was a direct positive effect of organizational vigilance (0.503) at the significance level (0.000), and the calculated (T) value (6.969), and the presence of a direct positive effect of

interactive vigilance (0.374) at the significance level (0.000) and the calculated (T) value (5.246). And from all the results reviewed, the researcher rejects the null hypothesis and accepts the alternative hypothesis (organizational vigilance, in its dimensions, affects the strategic response significantly), according to the following predictive equation:

$$\text{Strategic response (Y)} = (0.406) + 0.503 * (\text{organizational alertness}) + 0.374 * (\text{reactive alertness})$$

Table (4) The effect of mindfulness with its dimensions on the strategic response (n = 135)

strategic response							independent variable
F	T	Sig	A R ²	R ²	B	A	
113.984	0.453	0.652	0.717	0.723	0.028	0.406	Mindfulness-based tasks
	5.246	0.000			0.374		interactive wakefulness
	6.696	0.000			0.503		organizational vigilance

CONCLUSIONS

The universities in question showed the interest of their mental alertness, so they sought to improve it by adopting tasks based on alertness, especially as it is

concerned with understanding the nature of the thinking of its members on how to accomplish their tasks, and focused on interactive vigilance in a way that improves the level of their mental alertness by

showing their feelings when talking to their functional and teaching staff on various topics, as well as Its focus is on organizational vigilance and in a way that enhances its mental alertness, especially when it faces environmental challenges with some hesitation,

Universities have also shown their interest in their strategic flexibility, in their quest to improve the level of their strategic response, and their interest in strategic sensing and in what improves the level of their strategic response, as a result of their awareness of sufficient flexibility and the redistribution and use of their resources, as

well as their focus on collective intelligence mainly, to enhance the level of their strategic response, as they made it a means To develop their individuals and work teams, and with a constant readiness to address fluctuations in the external environment, the public universities in question invested their mental alertness in improving the level of their strategic response, as well as their dimensions of response, flexibility, and collective intelligence, through their employment of organizational vigilance and interactive vigilance in that improvement.

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