

How does Performance Employee Enhanced Mindful Leadership of School Employees?

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ABSTRACT

This study investigates the effect of mindful leadership and organizational commitment on employee performance in an organizational context. Mindful leadership is a leadership approach that integrates full awareness and attention in managing teams and organizations, while organizational commitment reflects the level of attachment, loyalty, and employee involvement. This study uses a quantitative approach by applying a questionnaire to employees of SMA in Bandar Lampung City. The collected data were analyzed using statistical regression techniques to examine the relationship between mindful leadership, organizational commitment, and employee performance. The results of this study are expected to provide a better understanding of how these factors interact and influence employee performance in the work environment.

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Introduction

Modern organizations increasingly realize the importance of mindful leadership and organizational commitment to improving employee performance. Mindful leadership helps create an inclusive and empathetic work environment, while organizational commitment strengthens employee engagement. However, despite research linking these two factors to employee performance, there is still a need to understand more deeply their simultaneous influence. Mindfulness can function to increase a person's sensitivity in understanding current events besides being able to make a person exercise good self-control. The awareness that arises when a person reaches a mindful state will help a person see various uncomfortable situations and feel pressured more clearly so that a new perspective appears in seeing a problem or an alternative solution. Mindful state will show the individual that he has control over his choices. Life choices encourage responsiveness and acceptance of the situation around them. Mindfulness is defined as open or receptive awareness and attention to what is happening in the present moment. Mindfulness is genuine awareness and engagement with what is happening in the present moment (Brown & Ryan, 2004; Fourianalisyawati et al., 2017). Mindfulness is awareness of current experiences with acceptance (Fourianalisyawati et al., 2017). In an increasingly complex and dynamic

business competition era, organizations need to optimize employee performance to achieve goals and maintain business continuity. One crucial factor that can affect employee performance is the existence of an effective leader and strong organizational commitment. In this context, mindful leadership and organizational commitment are the focus of attention in management studies and organizational psychology.

Mindful leadership is a leadership approach that focuses on self-awareness and awareness of the surrounding environment. Leaders who apply mindful leadership principles seek to become more aware of and involved in interactions with employees and have the ability to manage their own emotions and those of others. In this context, mindful leadership is expected to positively influence employee performance by establishing a healthy work climate, effective conflict management, and increased employee engagement and motivation. In addition, organizational commitment is also a critical factor in achieving good performance. Organizational commitment includes employee loyalty, identification, and involvement with the organization where they work. Employees with a high level of organizational commitment tend to be motivated to contribute optimally and stay in the organization. In this context, a high organizational commitment is expected to influence employee performance through increased productivity, work quality, and employee retention.

Although several studies have been conducted on the effect of mindful leadership and organizational commitment on employee performance, there is still a lack of understanding of the deeper relationships between these variables. Therefore, this study aims to investigate more comprehensively the influence of mindful leadership and organizational commitment on employee performance. Organizations can develop more effective management strategies and practices to improve employee performance and achieve competitive advantage by gaining a deeper understanding of these mechanisms. In this study, we will collect data through surveys and use statistical analysis to test our hypotheses. We hope this research results will provide new insights and contribute to our understanding of the importance of mindful leadership and organizational commitment in achieving optimal employee performance. In addition, the findings of this study are also expected to provide practical implications for practitioners and managers in developing effective human resource management policies and strategies.

Literature Study

Mindful Leadership

Mindful leadership is a leadership approach based on high self-awareness, thoroughness, and complete presence in every action and interaction with others. Mindful leadership involves the leader's ability to pay conscious attention to one's own experiences and feelings, as well as the experiences and feelings of others around them. Mindful leadership combines the practice of being aware with management leadership to produce a mindful leadership style in a mindfulness every moment without judgment but capable is at in mindfulness at the moment of the For mancar solution without distracted by moments that don't fit Certain Good worrying about what will happen or regret that has happened but look for decisions and solutions in the experienced moment This (Burmansyah, 2020). The concept of mindfulness has its roots in Eastern contemplation and meditation practice traditions. Through mindfulness, every experience that arises in the here and now is given full attention without any effort to change the thoughts, body sensations, or effects resulting from that experience. Although it may seem counterintuitive, trying not to change responses due to these emotional experiences can reduce the habit of responding reactively (Baer, 2003; Shapiro, Carlson, Astin & Freedman, 2006; Yusainy et al., 2018). Mindfulness is more

about self-control and self-regulation. Mindfulness gives a person the ability to be able to make adjustments to needs, feelings, and values according to certain situations.

Leaders who practice mindful leadership are deeply aware of their thoughts, emotions, and actions. They can recognize and manage stress, manage emotions, and communicate effectively. Leaders who focus on mindful leadership also can listen empathetically, respect the perspectives of others, and maintain good working relationships. The application of mindful leadership can have a positive impact on employees and the organization as a whole. By practicing self-awareness and full presence, leaders can create a healthy work climate where employees feel heard, valued, and emotionally involved. Leaders who apply mindful leadership also tend to be more effective in managing conflict, making the right decisions, and building harmonious working relationships. Through mindful leadership, leaders can influence employees to become more engaged, motivated, and committed to their jobs. Leaders who practice mindful leadership can also improve individual and team performance through increased productivity, work quality, and employee job satisfaction.

It is important to note that mindful leadership is not about achieving perfection or eliminating stress. In contrast, mindful leadership is about awareness and responding wisely to challenges and circumstances. Mindful leadership requires continuous practice and self-development to hone self-awareness, full presence, and emotional management skills. Through research that researchers have studied, so can be synthesized that mindful leadership is an approach Engaging leadership awareness, high self-esteem, conscientiousness, and the presence full in action and interaction with other people. Leaders who apply mindful leadership can manage stress, set emotions wisely, listen with empathy, and make caring connections for an excellent job.

Performance Employee

Performance is everything an employee achieves in giving all of his abilities to obtain results the best, taking into account the quantity and quality to bring effectiveness and efficiency in all activities and can encourage the development of a company in a more advanced direction. (Sihaloho, R., & Siregar, H. , 2020). Performance comes from the word job performance or actual performance, which means work performance or real achievement achieved by a person. The definition of performance is the result of work in quality and quantity conducted by an employee in carrying out his functions following the responsibilities given to him (Edy Sutrisno, 2016). According to Mangkunegara (Mangkunegara, 2019) argues that: "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him." Performance employee refers to the achievements and contributions to the objective organization. This involves evaluating how far one employee reaches the target work, runs tasks effectively, and delivers expected results.

Employee performance can be measured based on various factors, incl productivity, quality work, efficiency, initiative, attendance, work team, communication, and achievement of set goals—evaluation performance of employees is usually done through evaluation of structured and sustainable performance. There are several essential elements in understanding the performance of employees:

1. **Work Results:** Is achievement concrete and can be measured based on objective work that has been set? This covers productivity, quality results work, and achievement of targets that have been determined.

2. Competency and Skills: This is the ability of employees to carry out relevant tasks with work them. This involves evaluating knowledge, skills, and capabilities for the necessary technical work with ok.
3. Behavior and Ethics Work: This is the attitude and behavior of an employee in operating his job. This covers aspects like discipline, work tricky, demanding answers, cooperation team, communication effectiveness, initiative, and integrity.
4. Development Self: This is the ability of employees For Keep going, learn, develop, and improve competence and Skills. This involves participation in training, development of self, and application learning in context work.

Evaluation of the performance of employees necessary in management source Power man For identify employees' strengths and weaknesses, provide constructive feedback, and design plan appropriate development and rewards. Effective management of performance employees involves setting clear expectations, open communication, giving support and feedback, and proper recognition and reward for exemplary achievement. Based on the matter, so can synthesize that performance employee refers to the level of accomplishments and contributions an employee to the objective organization. Performance evaluation involves evaluating results work, competence and skills, behavior and ethics work, and self-development. Evaluation performance is essential in management source Power man: To identify employees' strengths and weaknesses, provide constructive feedback, and design appropriate action and rewards. Effective management of performance employees involves setting clear expectations, open communication, giving support and feedback, and proper recognition and reward for exemplary achievement. With notice factors, an organization can push employees to reach optimal performance and contribute positively to the organization.

Method

This research is included in the survey method with a quantitative descriptive approach. Descriptive quantitative research is data analysis in numbers used to identify and describe existing phenomena to find a relationship or influence between 2 variables to conclude from the research results. Quantitative research is a research method based on the philosophy of positivism because it fulfills scientific principles, namely concrete/empirical, objective, measurable, rational, and systematic (Sugiyono, 2019:16). The object of research is being studied. The object of this research was carried out at the school Intermediate Over the City of Bandar Lampung, Lampung, Indonesia. The subjects in the research that will be carried out in this study are employees in high school, totaling 121 people. The time used in conducting this research starts from February to June 2023.

Data collection techniques are essential steps in research used to collect data, so without knowing data collection techniques, researchers will not get data that meets the established data standards (Sugiyono, 2019: 296). The data collection method used in this study was to make preliminary observations and distribute questionnaires containing 38 items of statements about mindful leadership and 36 statements about performance. Employees, as well as analyzing supporting sources. The population used in this study were 176 high school students, using the Isaac and Michael formula using an error rate of 5% and with the difference between the sample average and the population average = 0.05 then the precision level set is 5%, then the results of the sample calculation are 121 people. This study analyzed data using a simple linear regression analysis technique. This study uses data analysis using the SPSS (Statistical Package for the Social Sciences) data processing program to obtain higher and more reliable results.

Findings

Validity and Reliability

Based on the instrument validity test using SPSS 26.0 regarding the effect of mindful leadership on performance employees, the result is that out of 80 items there are 74 valid items. Invalid statements are at numbers 10 and 35 for indicators of mindful leadership, and statements at numbers 47, 54, 62, and 72 for employee performance indicators. Some of these items were declared invalid by comparing the r tables of 31 respondents as a trial, and a significance level of 0.05 is 0.3550. Statement items number 10, 35, 47, 54, 62, and 72 < r table (0.3550) so that statement items are not used in collecting research data. In contrast, 74 valid statements will be used to obtain research data. Of the 74 valid statement items, the highest scores were obtained at numbers 8, 10, 17, 21, 26, and 33 with an r -count value of 0.946 and the lowest at number 31 with an r -count value of 0.545. The reliability coefficient was obtained for 80 items based on the reliability test of the research instrument. Scala's reliability analysis (α) using SPSS 26 produces an α of 0.752 because $p > 0.05$ means the measuring instrument is declared reliable. It can be concluded that the research instruments used in this study have met the requirements of good validity and reliability.

Test reliability

Based on the reliability instrument test results in the study, the reliability coefficient on 80 statement items was obtained with the *reliability analysis scala (alpha)*, yielding an α of 0.968. Because $p > 0.05$ was calculated using IBM SPSS 26 from the statement, it can be said that it can be declared reliable. The results of the research instrument used have met the requirements of validity and reliability.

Table 1. Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.986	80

Source: Results of data processing using IBM SPSS 26

Normality test

The normality test indicates whether the sample data comes from a normally distributed population. The One-Sample Kolmogorov-Smirnov test was used to test the normality of this study using IBM SPSS 26 software at a significance level of 0.05 or 5%. Based on the normality test results from 121 respondents, including the correct data for mindful leadership (X) and performance variables employee (Y). It can be seen that the significance value (2-termed) of the variable performance employees (Y) of 066, which is 0.066 greater than 0.05, then the distribution of the data used is normal. While the significance value (2-tailed) for the mindful leadership variable (X) is 200, which means 0.200 is greater than 0.05.

Table 2. Normality Test

One-Sample Kolmogorov-Smirnov Test		
	X	Y
N	121	121



Normal Parameters ^{a,b}	Means		115.82	106.04
	std. Deviation		11.204	12,630
Most Extreme Differences	absolute		.055	.078
	Positive		.055	.078
	Negative		-.040	-.048
Test Statistics			.055	.078
asymp. Sig. (2-tailed) ^c			.200 ^d	.066
Monte Carlo Sig. (2-tailed)	Sig.		.496	.069
^e	99%	LowerBound	.484	.062
	Confidence	Upperbound	.509	.076
	Intervals			

Source: Results of data processing using IBM SPSS 26

Test homogeneity

A homogeneity test is carried out to determine whether or not some population variants are equal. The homogeneity test is carried out as a condition for conducting independent sample test analysis and using IBM SPSS 26 to calculate it through a one-way ANOVA compare. The test criterion used is 0.05 or 5%; if the data used exceeds the specified criterion value, then the two groups' variants have the same data. The gain from the homogeneity test can be seen in Table 3, which shows a significant value between mindful leadership on performance employees of 0.383. From these results, the considerable value of mindful leadership on performance employees $0.383 \geq 0.05$, these results can indicate that the two data are said to have normal *homogeneity*. For more details, it can be seen in Table 3.

Table 3. Homogeneity Test

Tests of Homogeneity of Variances					
		Levene	df1	df2	Sig.
		Statistics			
Mindful leadership	Based on Means	.844	1	240	.359
	Based on Median	.672	1	240	.413
	Based on Median and with adjusted df	.672	1	232,001	.413
	Based on trimmed mean	.764	1	240	.383

Source: Results of data processing using IBM SPSS 26

Simple Linear Regression Analysis Hypothesis Test

Data analysis techniques are used to answer research questions formulated through hypotheses. Testing the hypothesis as a quick answer to the problem "Is there an effect of mindfulness on students' emotional intelligence?". Testing the hypothesis in this study used

a simple linear regression formula by obtaining data through IBM SPSS 26. Testing using simple linear regression obtained the following results.

Table 4. Regression Equation Output

Coefficients ^a						
models		Unstandardized		standardized		
		B.	std. errors	Betas	Q.	Sig.
1	(Constant)	14,688	8,221		1,787	077
	X	1,055	071	.805	14,807	<.001

a. Dependent Variable: Y

Source: Results of Data Processing using IBM SPSS 26

Based on the output results by reading the coefficients of Table 4, a constant value of 14.688 is obtained. If Mindfulness (X) is 0, then emotional intelligence (Y) has a positive value of 14.688. The regression coefficient on the mindful leadership variable (X) is 1.055, meaning that if mindful leadership has increased or developed, the variable performance of employees (Y) will increase by 1.055. The criterion for testing the hypothesis is to reject H₀ if $t_{count} > 0.05$ or 5%. Based on data analysis, the value of $t = 14.807$ was obtained with a significant value (p) $0.001 < 0.05$. It can be concluded that there is an influence of mindfulness on students' emotional intelligence. The hypothesis testing criteria uses an alpha of 5% (0.05); i.e. H₀ is rejected if 0.05 by reading the following ANOVA table.

Table 5. The output of ANOVA analysis

ANOVA ^a						
Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	7824322	1	7824322	219,253	< .001 ^b
	residual	4246669	119	35,686		
	Total	12070992	120			

a. Predictors: (Constant); X

b. Dependent Variable), Y

Source: Results of Data Processing Using IBM SPSS 26

Based on the ANOVA output, the calculated F value is 219.253 and has a significance of 0.001, so it does not need to be equated with table F because SPSS has facilitated significant values. Applying the results of a considerable significance of $0.001 < 5\%$ means that H₀ is rejected and H_a is accepted. This means that mindfulness affects emotional intelligence. The positive relationship between mindfulness and emotional intelligence is demonstrated in the P-plot of the data, which offers positive straight-line regression.

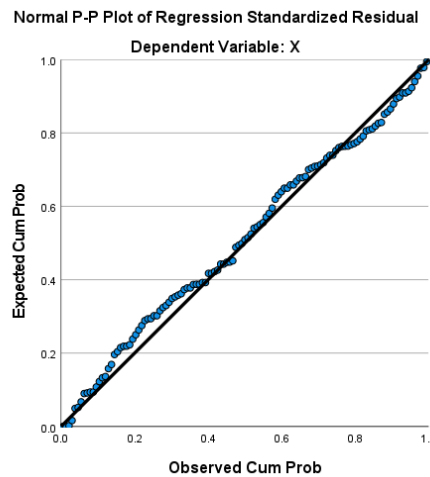


Figure 1. P Plot Results

Source: Results of Data Processing Using IBM SPSS 26

The results of data processing for the normality test can be seen from the p-plot as follows: It can be seen that the p-plot shows the points that lead to a straight line diagonally from the bottom left to the top right. This shows a positive relationship between mindful leadership and employee performance.

Table 6. Coefficient of Determination of R Square (Model Summary)

Summary Model ^b				
Model	R	R Square	Adjusted R Square	std.errors of the Estimates
1	.805 ^a	.648	.645	7.82536

a. Predictors: (Constant), Y
b. Dependent Variable: X

Source: Results of Data Processing Using IBM SPSS 26

The coefficient of determination in Table 4.5 above is R Square, which has a value of 0.645, meaning mindful leadership affects performance employees by 64.5 % while other factors affect the remaining 35.5 %. Based on the research results providing an overview, there is a significant influence between mindful leadership variables on performance variables high school employees. The hypothesis testing criteria reject H_0 if $t_{count} > t_{table}$ and vice versa. For the t distribution $dk = (n-2)$ and $\alpha = 0.05$ are used. Based on data analysis, it obtained $t_{count} = 14.807$ while t_{table} with $n = 121$ obtained $dk = (121 - 2)$ obtained 119 with $t_{table} = 1.657$ and $\alpha = 0.05$. So it can be seen that $t_{count} > t_{table}$ ($14.807 > 1.657$) or $sig(0, 001 < 0.05)$, so it can be concluded that H_0 is rejected and H_a is accepted so that there is an influence of mindful leadership on performance employee.

Discussion

Based on the data analysis results, mindful leadership and performance employee have a positive and significant influence. This can be seen from some of the evidence done through research results in questionnaires and analysis from each variable to obtain analysis results that can be tested and justified. Thus it can be used to make research decisions and

conclusions. Mindful leadership dramatically contributes to success in improving the performance of employees. Mindful leadership can increase employee performance with a leadership approach based on high self-awareness, thoroughness, and full presence in every action and interaction. Mindful leadership involves the leader's ability to pay conscious attention to one's own experiences and feelings, as well as the experiences and feelings of others around them.

The results above align with those conducted by Luthans, F., & Avolio, BJ (2003). The research entitled *Authentic leadership development. Positive organizational behavior: Accentuating the positive at work* (241-258) highlights the role of self-awareness in mindful leadership and identifies factors that influence authentic leadership development. The mindful leadership framework introduces concepts such as full presence, emotional awareness, and an emphasis on leader ethics and morality. In line with the study mentioned, research by Hülshager, UR, Alberts, HJ, Feinholdt, A., & Lang, JW (2013) entitled *Benefits of mindfulness at work: The role of mindfulness in emotion regulation, emotional exhaustion, and job satisfaction. Journal of Applied Psychology, 98(2), 310-325* also put forward; this study examines the relationship between mindfulness at work and emotion regulation, emotional exhaustion, and job satisfaction. The results show that employees with high levels of mindfulness tend to have better levels of emotional regulation, experience lower emotional exhaustion, and feel higher job satisfaction.

Hafenbrack, AC, Kinias, Z., & Barsade, SG (2014). In research entitled *Debiasing the mind through meditation: Mindfulness and the sunk-cost bias. Psychological Science, 25(2), 369-376*, exposes findings that are not far different; this study looks at how mindfulness meditation can reduce the tendency to maintain irrational decisions based on costs incurred (sunk cost bias). The results suggest that mindfulness practices can help individuals overcome these cognitive biases, positively impacting better decision-making in the work environment. Besides that, Glomb, TM, Duffy, MK, Bono, JE, & Yang, T. (2011). Previous research found that the result has similar; this study provides a systematic review of research on mindfulness in the workplace. Through a comprehensive analysis, this study reveals the positive impact of mindfulness on employee well-being, work productivity, and job satisfaction. This study also sheds light on the factors that influence the effectiveness of mindfulness practices in the workplace. Reb, J., Narayanan, J., & Chaturvedi, S. (2014), with similar research, has not been any different from the study before. This study explores the relationship between supervisor mindfulness and employee well-being and performance. The study results show that supervisors with a high level of mindfulness tend to have a proficient ability to improve employee performance.

Conclusion

Based on the research results and discussion on mindful leadership's effect on employee performance. From the results study, it can be concluded that: (1) There is an influence of mindful leadership on the performance employee of 64.5%, and (2) the magnitude of the influence of mindful leadership on the performance of employee Enough significant and also exist influenced by other factors not examined. Based on the results of these studies, theoretical and practical implications can be stated that mindful leadership has a significant role in improving employee performance because a leadership approach is based on high self-awareness, thoroughness, and full presence in every action and interaction with others. Mindful leadership involves the leader's ability to pay conscious attention to one's own experiences and feelings and the experiences and feelings of others around them. The researcher realizes there are still deficiencies in this research, so the researcher expects

criticism and suggestions through the units of analysis or inner variable study what comes next through weakness study.

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