

---

**UNDERSTANDING THE ROLE OF ORGANIZATIONAL MINDFULNESS AND ERROR MANAGEMENT CULTURE IN ENHANCING ORGANIZATIONAL AGILITY**

---

**Mukti Manai**

Assistant Professor, Department of Arts, St. John College of Humanities and Sciences, Palghar

**ABSTRACT**

*This study explores the interplay between organizational mindfulness, error management culture, and organizational agility. A quantitative survey was conducted among 115 working professionals in India. Findings indicate that organizational mindfulness significantly influences both error management culture and organizational agility. Additionally, error management culture partially mediates the relationship between organizational mindfulness and agility. These findings emphasize the importance of cultivating a mindful and error-tolerant culture to enhance adaptability in organizations.*

**Keywords:** Organizational Mindfulness, Error Management Culture, Organizational Agility, Mediation

**1. INTRODUCTION**

The rapidly evolving business landscape demands that organizations enhance their agility to respond effectively to uncertainty. Globalization, technological advancements, and unforeseen crises (e.g., the COVID-19 pandemic) highlight the need for organizations to develop adaptive mechanisms. However, traditional management practices are often inadequate in volatile environments.

Organizational mindfulness—defined as an enhanced awareness of operational complexities—and error management culture, which fosters constructive error handling, are potential enablers of organizational agility. This study investigates how these constructs interact to influence agility, particularly within the Indian business context.

**2. LITERATURE REVIEW****2.1 Organizational Mindfulness**

Organizational mindfulness involves five key dimensions: preoccupation with failure, reluctance to simplify interpretations, sensitivity to operations, commitment to resilience, and deference to expertise. Mindful organizations are better equipped to anticipate risks and respond proactively to dynamic changes.

**2.2 Error Management Culture**

Error management culture promotes open communication about errors, rapid problem-solving, and collective learning. It reduces fear of failure, fosters innovation, and enhances problem-solving capabilities.

**2.3 Organizational Agility**

Organizational agility enables firms to swiftly restructure processes in response to environmental changes. Research suggests that agility is closely linked to risk-taking, proactive decision-making, and continuous learning. While prior research has examined these constructs individually, few studies have explored their interrelationships. This study aims to bridge this gap.

**3. METHODOLOGY****3.1 Research Design & Participants**

A correlational quantitative design was employed. A convenience sample of 115 full-time employees from various Indian industries (IT, banking, fashion, etc.) participated. The inclusion criteria required a minimum of 1.5 years of work experience.

**3.2 Measures**

Organizational Mindfulness Scale (Mu & Butler, 2012) – 21 items, 7-point Likert scale

Error Management Culture Scale (van Dyck et al., 2005) – 17 items, 5-point Likert scale

Organizational Agility Scale (Lee et al., 2015) – 12 items, 7-point Likert scale

**3.3 Procedure & Analysis**

Surveys were distributed online. Data analysis was conducted using statistical software, employing correlation and mediation analyses to examine relationships among the variables.

4. RESULTS

Table 1.1

Correlation Matrix						
		OM		EMC		OA
OM	Pearson's r	—				
	p-value	—				
EMC	Pearson's r	0.617	***	—		
	p-value	< .001		—		
OA	Pearson's r	0.626	***	0.544	***	—
	p-value	< .001		< .001		—
Note. * $p < .05$ , ** $p < .01$ , *** $p < .001$						
Table 1.2 demonstrates correlations between organizational mindfulness, error management culture and organizational agility.						

Table 1.3

Mediation Estimates						
Effect	Label	Estimate	SE	Z	p	% Mediation
Indirect	$a \times b$	0.112	0.0416	2.70	0.007	25.1
Direct	c	0.335	0.0638	5.25	< .001	74.9
Total	$c + a \times b$	0.447	0.0520	8.61	< .001	100.0

4.1 Descriptive Statistics & Correlations

Organizational mindfulness ( $M = 107$ ,  $SD = 17.9$ ) showed a significant positive correlation with both error management culture ( $r = 0.617$ ,  $p < .001$ ) and organizational agility ( $r = 0.626$ ,  $p < .001$ ). Error management culture also correlated positively with agility ( $r = 0.544$ ,  $p < .001$ ).

4.2 Mediation Analysis

Mediation analysis revealed that error management culture partially mediates the relationship between organizational mindfulness and agility (25.1% mediation,  $p = 0.007$ ), suggesting that while mindfulness directly enhances agility, a portion of this effect is explained through error management culture.

5. DISCUSSION

Findings affirm that organizational mindfulness significantly impacts both error management culture and agility. Organizations that cultivate mindfulness are better equipped to identify and manage errors, fostering a culture that supports adaptability and resilience. These results align with prior research, which highlights the importance of mindfulness in enhancing workplace adaptability.

While error management culture plays a mediating role, it does not fully account for the relationship between mindfulness and agility. Future research should explore additional mediators, such as innovation capability and proactive organizational behavior.

6. CONCLUSION

This study contributes to the growing literature on organizational agility by highlighting the interplay between mindfulness and error management culture. Findings suggest that fostering a mindful work environment and a constructive approach to errors can enhance an organization’s adaptability to change.

REFERENCES

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182. <https://doi.org/10.1037/0022-3514.51.6.1173>

Brown, K. W., & Ryan, R. M. 2003. The benefits of being present: Mindfulness and its role in psychological well-being. *Journal of Personality and Social Psychology*, 84: 822– 848.

Cusin, J., & Goujon-Belghit, A. (2019). Error reframing: studying the promotion of an error management culture. *European Journal of Work and Organizational Psychology*, 28(4), 510–524. <https://doi.org/10.1080/1359432x.2019.1623786>

Fischer, S., Frese, M., Mertins, J. C., & Hardt-Gawron, J. V. (2018). The role of error management culture for firm and individual innovativeness. *Applied Psychology*, 67(3), 428–453. <https://doi.org/10.1111/apps.12129>

- 
- Gartner C. 2013. Enhancing readiness for change by enhancing mindfulness. " *Journal Change Manag.* 13:52–68
- Guchait, P., Zhao, X., Madera, J. M., Hua, N., & Okumus, F. (2018). Can error management culture increase work engagement in hotels? The moderating role of gender. *Service Business*, 12(4), 757–778. <https://doi.org/10.1007/s11628-018-0374-9>
- Hales, D. N., & Chakravorty, S. S. (2016). Creating high reliability organizations using mindfulness. *Journal of Business Research*, 69(8), 2873–2881. <https://doi.org/10.1016/j.jbusres.2015.12.056>
- Huang, C., Ceroni, J., & Nof, S. Y. (2000). Agility of networked enterprises — parallelism, error recovery and conflict resolution. *Computers in Industry*, 42(2–3), 275–287. [https://doi.org/10.1016/s0166-3615\(99\)00076-7](https://doi.org/10.1016/s0166-3615(99)00076-7)
- Iqbal, A. H. (2022). *Impact of Proactive Personality on Project Innovativeness with Mediating Role of Mindfulness and Moderating Role of Organizational Agility* [Thesis]. Capital University of Science and Technology.
- Khan, S. A., Lederer, A. L., & Mirchandani, D. A. (2013). Top management support, collective mindfulness, and information systems performance. *Journal of International Technology and Information Management*, 22(1). <https://doi.org/10.58729/1941-6679.1005>
- Klamar, A., Horvath, D., Keith, N., & Frese, M. (2022). Inducing Error Management Culture – evidence from experimental team studies. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.716915>
- Lee, N. C., & Liu, G. H. W. (2023). Organizational Mindfulness Perspective on driving enterprise system adaptation and organizational agility. *IEEE Transactions on Engineering Management*, 1–14. <https://doi.org/10.1109/tem.2023.3234174>
-