Leader Mindfulness in Communication and Job Crafting: Mediating Resilience, Moderating Open-Mindedness (Times New Roman font, centered, bold, 14pt)

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Abstract (10 pt)

This study aims to examine the effect of leader mindfulness in communication on job crafting through resilience and to investigate the moderating role of open-mindedness among employees in the Indonesian banking sector. The study employed a quantitative approach using a survey method involving 231 respondents. Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The findings indicate that leader mindfulness in communication has a positive effect on resilience, resilience has a positive effect on job crafting, and resilience mediates the relationship between leader mindfulness in communication and job crafting. In addition, open-mindedness was found to strengthen both the relationship between leader mindfulness in communication and resilience and the relationship between resilience and job crafting. This study is limited to respondents from the banking sector; therefore, the findings cannot be generalized to other sectors. Future research is recommended to expand the scope of the study by examining different industry sectors, comparing multiple industries, and considering additional variables that may influence job crafting.

Keywords: leader mindfulness in communication, job crafting, resilience, open-mindedness

INTRODUCTION

The banking sector is one of the industries with a high level of work-related stress due to heavy workloads and stringent performance target demands. Job complexity in the banking sector has further increased with the implementation of the Danantara program, which has led to stricter fund management, compliance, and supervisory requirements. These conditions have the potential to increase the work pressure experienced by employees, thereby raising the risk of resource depletion. Therefore, employees become more vulnerable to work-related stress and a decline in their capacity to perform their jobs when job demands continue to increase without being accompanied by the availability of adequate resources.

Under such dynamic working conditions, employees need to proactively adjust their work to achieve a better fit between their capabilities and job demands (Zhang & Parker, 2019). This proactive adjustment is referred to as job crafting, which is defined as employee-initiated actions to modify job demands and job resources in order to achieve or optimize their personal goals at work (Tims et al., 2012). Employees' success in engaging in job crafting depends not only on their personal resources but is also influenced by the availability of social resources in the workplace.

One of these social resources is leader mindfulness in communication. Leader mindfulness in communication refers to a leader's communication style characterized by being fully present and attentive during

interactions with subordinates, maintaining emotional composure throughout conversations, and refraining from making hasty judgments (Arendt et al., 2019). Leader mindfulness in communication helps create an open, supportive, and psychologically safe work environment, enabling employees to develop higher levels of resilience and better cope with work-related pressure.

Resilience refers to an individual's ability to continue adapting and functioning effectively despite experiencing adversity, pressure, and negative experiences (Campbell-Sills & Stein, 2007). A high level of resilience enables employees to prevent work-related stress resulting from high work pressure and serves as a driving factor for proactive behavior. In addition, the effectiveness of resource utilization may also be influenced by individual characteristics, one of which is open-mindedness. Open-mindedness refers to the ability to remain flexible toward new information, be willing to revise one's beliefs when stronger evidence emerges, and reduce the tendency to defensively maintain initial views (Haran et al., 2013). Employees with a high level of open-mindedness are able to optimally utilize the resources available around them to enhance their resilience and engage in job crafting.

This study is a replication of the research conducted by Wang et al. (2025), which was carried out in large companies in China using teams as the unit of analysis. Based on the Conservation of Resources (COR) theory, individuals or organizations with greater resources are more likely to preserve existing resources and acquire new ones than those with limited resources (Hobfoll et al., 2018). Therefore, a research gap remains regarding whether this model remains consistent when applied in the context of developing countries, particularly Indonesia, which generally has different resource constraints.

The banking sector was selected because it is one of the industries with a high level of work pressure due to demanding performance targets, fund management, compliance requirements, and operational risks that require employees to work quickly, accurately, and consistently. These conditions encourage employees to engage in job crafting as a proactive effort to manage and optimize their available resources, consistent with the perspective of the Conservation of Resources theory. Furthermore, studies examining the model of leader mindfulness in communication, resilience, open-mindedness, and job crafting within the Indonesian banking context remain limited. Therefore, this study is expected to provide empirical evidence while extending the generalizability of previous research models.

Conservation of Resources

The Conservation of Resources (COR) theory is a theoretical perspective that proposes that individuals strive to acquire, retain, develop, and protect resources they consider valuable (Hobfoll, 1989). Stress arises when individuals experience a threat of resource loss, actual resource loss, or when their efforts to acquire resources fail to produce the expected gains (Hobfoll, 1989). The Conservation of Resources (COR) theory was further developed through the concepts of resource caravans and resource caravan passageways (Hobfoll, 2001). Resource caravans explain that resources do not function independently but tend to accumulate and move together in clusters at both the individual and organizational levels, such that one resource is typically supported by other

resources (Hobfoll, 2001). Meanwhile, the concept of resource caravan passageways refers to environmental conditions that either support and sustain the availability of resources or constrain and hinder efforts to create and maintain them (Hobfoll, 2001). In this study, the Conservation of Resources (COR) theory serves as the theoretical foundation for explaining the direct, mediating, and moderating relationships proposed in the research model.

Leader Mindfulness in Communication and Resilience

The Conservation of Resources (COR) theory includes the principle of resource caravans, which explains that resources do not function independently but move together in clusters, such that one resource is typically supported by other resources (Hobfoll et al., 2018). In the workplace, individuals can acquire new resources through the support available in their social environment. One such resource that can be obtained from the social environment is the leader, as reflected in leader mindfulness in communication, which refers to a leader's communication style characterized by being fully present and attentive during interactions with subordinates, maintaining emotional composure throughout conversations, and refraining from making hasty judgments and decisions (Arendt et al., 2019).

From the perspective of the Conservation of Resources (COR) theory, leader mindfulness in communication is viewed as a social resource that helps individuals obtain psychological support to cope with various job demands. Such support enables employees to preserve their existing resources and develop the ability to adapt when facing work-related pressure. The availability of adequate social resources provides individuals with the opportunity to build the personal resources needed to cope with various workplace challenges.

The study by Wang et al. (2025) found that leader mindfulness in communication has a positive effect on resilience. Leaders who communicate with full attention, maintain emotional composure during conversations, and refrain from making hasty judgments and decisions make employees feel supported, thereby enhancing their ability to cope with difficulties and work-related pressure. Based on this theoretical argument and empirical evidence, this study proposes the following hypothesis:

H1: Leader mindfulness in communication has a positive effect on resilience.

Resilience and Job Crafting

The Conservation of Resources (COR) theory explains that resources move together and mutually reinforce one another, such that one resource can facilitate the development of other resources. This principle is referred to as resource caravans (Hobfoll et al., 2018). Resilience is a personal resource that reflects an individual's ability to recover, persist, and adapt positively when facing work pressure and job demands. Individuals with a high level of resilience are more likely to manage stress effectively and maintain their psychological energy, making them less susceptible to exhaustion (Wang et al., 2025).

This condition enables individuals to maintain the motivation and capacity to invest their resources through job crafting behaviors, such as adjusting the way they work, building more positive working relationships, and finding greater meaning in their work. Accordingly, resilience encourages individuals to actively increase their structural and social job resources, take on challenging

job demands, and reduce hindering job demands, which ultimately has a positive effect on job crafting. The study by Azmi et al. (2025) found that resilience has a positive effect on job crafting. Therefore, the higher an individual's level of resilience, the greater their tendency to engage in job crafting. Based on this theoretical argument and empirical evidence, this study proposes the following hypothesis:

H2: Resilience has a positive effect on job crafting.

The Mediating Role of Resilience in the Relationship Between Leader Mindfulness in Communication and Job Crafting

The Conservation of Resources (COR) theory is rooted in the Coping and Resource Orientation, which states that stress arises when individuals face the threat of resource loss. Conversely, when individuals acquire resources, they are more likely to experience positive emotions and make proactive investments to strengthen their adaptive capacity (Hobfoll et al., 2018). Leader mindfulness in communication serves as a social resource that helps individuals obtain psychological support in coping with work-related pressure. This support enables individuals to develop resilience as a personal resource that helps them adapt to work pressure and the difficulties encountered in their jobs.

Individuals are able to utilize social resources more effectively through resilience and transform them into a strong foundation that supports job crafting (Wang et al., 2025). Therefore, it can be assumed that leader mindfulness in communication enhances individual resilience by strengthening psychological and social resources. Resilience contributes to increased structural job resources, social job resources, and challenging job demands, while reducing hindering job demands, which ultimately has a positive effect on job crafting. Based on this theoretical argument and empirical evidence, this study proposes the following hypothesis:

H3: Resilience mediates the relationship between leader mindfulness in communication and job crafting.

The Moderating Role of Open-Mindedness in the Relationship Between Leader Mindfulness in Communication and Resilience

According to (Hobfoll et al., 2018), the Conservation of Resources (COR) theory explains that individuals with abundant resources are more resilient, less likely to lose their resources, and more capable of acquiring additional resources. In contrast, individuals with limited resources are more vulnerable, more likely to experience resource loss, and less able to regain lost resources. The active acquisition of resources to develop resilience can be facilitated through leader mindfulness in communication.

Open-mindedness refers to an individual's tendency to actively seek information, consider multiple perspectives, and remain open to new ideas and experiences (Stanovich & Toplak, 2023). Individuals with a high level of open-mindedness are more likely to accept the support, feedback, and guidance provided by their leaders. This condition enables them to utilize the social resources derived from leader mindfulness in communication more effectively, thereby enhancing their resilience. In contrast, individuals with a low level of open-mindedness tend to be less receptive to feedback and alternative perspectives, limiting the benefits they gain from their leader's communication. Based on this theoretical

argument and empirical evidence, this study proposes the following hypothesis:

H4: Open-mindedness moderates the relationship between leader mindfulness in communication and resilience.

The Moderating Role of Open-Mindedness in the Relationship Between Resilience and Job Crafting

The resource caravans principle in the Conservation of Resources (COR) theory emphasizes that resources are interconnected and work in conjunction with other resources (Hobfoll et al., 2018). Resilience functions as a personal resource that enables individuals to cope with work-related pressure and invest their resources in making positive adjustments, including restructuring their roles and tasks at work. However, the effectiveness of resilience in promoting job crafting is strongly influenced by individuals' cognitive processes, one of which is open-mindedness.

According to Stanovich & Toplak (2023), open-minded individuals tend to actively seek information, consider alternative perspectives, and evaluate situations more reflectively. These characteristics enable individuals to make better use of their resilience by transforming challenges into opportunities for personal growth, thereby facilitating job crafting more effectively. In contrast, individuals with a low level of open-mindedness are more likely to maintain rigid perspectives and reject new information. This condition limits the effective utilization of resilience and reduces the likelihood that individuals will engage in job crafting. Based on this theoretical argument and empirical evidence, this study proposes the following hypothesis:

H5: Open-mindedness moderates the relationship between resilience and job crafting.

The conceptual framework (see Figure 1) illustrates the hypothesized relationships proposed in this study by positioning leader mindfulness in communication, resilience, open-mindedness, and job crafting according to the relationships specified in the research model. The framework is developed based on the Conservation of Resources (COR) theory to explain the direct, mediating, and moderating relationships among the variables. The following section describes the research methodology used to test the hypotheses and operationalize the conceptual framework among employees in the Indonesian banking sector.

RESEARCH METHODOLOGY

This study employed a quantitative approach to examine the relationships among the variables in the proposed research model. The research model consists of four constructs: leader mindfulness in communication, resilience, open-mindedness, and job crafting. Data were collected using a self-administered questionnaire completed by the respondents, and the research model was analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach.

The target population of this study comprised employees working in the Indonesian banking sector who had at least six months of work experience and reported to a direct supervisor within the organizational structure. The banking sector was selected because it is characterized by a high level of work-related stress resulting from stringent performance targets, demanding regulatory compliance requirements, and substantial

responsibilities in fund management and operational risk management. These conditions make the banking sector a relevant context for examining how leader mindfulness in communication, resilience, and open-mindedness contribute to promoting job crafting as a form of employees' adaptive behavior.

This study employed a non-probability sampling technique using a purposive sampling approach. The respondents were employees working in the banking sector who had at least six months of work experience and reported to a direct supervisor within the organizational structure.

This study included four variables with a total of 21 indicators. These consisted of four indicators for the job crafting variable, three indicators for the leader mindfulness in communication variable, ten indicators for the resilience variable, and four indicators for the open-mindedness variable. Accordingly, the minimum sample size for this study was calculated using the following formula:

Minimum Sample Size = 10 × Number of Indicators = 10 × 21 = 210

Based on the minimum sample size calculation, the minimum sample size required for this study was 210 respondents. This sample size was determined to ensure that the sample adequately represents the population with a satisfactory level of accuracy and is capable of producing more reliable results. A total of 250 questionnaires were distributed. Following the data screening process, 231 questionnaires were deemed suitable for analysis, while 19 questionnaires were excluded because they did not meet the data quality criteria.

Primary data were collected using a four-point Likert scale questionnaire ranging from 1 (strongly disagree) to 4 (strongly agree). The measurement model was evaluated through convergent validity, discriminant validity, and construct reliability before assessing the structural model and testing the proposed hypotheses using the bootstrapping procedure in SmartPLS 4. Respondents participated voluntarily, and all responses were collected anonymously and treated confidentially. The data were used solely for academic research purposes.

RESULTS AND DISCUSSION

Demographic Background

A total of 231 respondents participated in this study, as presented in Table 1. The respondents were predominantly female (73%), and most were between 25 and 30 years of age (53.68%), followed by those aged 20–25 years (33.33%). These characteristics indicate that the majority of respondents were employees in the early to middle stages of their careers. Based on employment status, most respondents were permanent employees (69.70%), while the remainder consisted of contract employees (21.65%) and interns (8.66%). In terms of work experience, the majority of respondents had between one and three years of work experience (41%) or between four and five years (40%). This indicates that most respondents had sufficient work experience to assess the leader mindfulness in communication practices demonstrated by their leaders and to evaluate the resilience, open-mindedness, and job crafting they experienced in the workplace.

Table 1. Respondent Demoghraphic (n = 231)

Category	Group	n	%
Gender	Male	62	27%
	Female	169	73%

Age	20 – 25 years	77	33.33%
	25 – 30 years	124	53.68%
	31 – 35 years	29	12.55%
	36 – 40 years	1	0.43%
Employee Status	Permanent employee	161	69.70%
	Contract	50	21.65%
	intern	20	8.66%
Work Experience	More than 6 months	24	10%
	1 – 3 years	95	41%
	4 – 5 years	93	40%
	6 – 10 years	19	8%

Source: Data Processed 2026

Outer Model

Convergent validity

Table 2. Convergent Validity

Variable	Loading Factor	AVE
Job Crafting	0.821 – 0.874	0.714
Leader Mindfulness in Communication	0.824 – 0.895	0.740
Open-Mindedness	0.779 – 0.868	0.693
Resilience	0.787 – 0.881	0.679

Source: Data Processed 2026

Convergent validity was assessed to evaluate the extent to which the indicators adequately reflect the constructs they are intended to measure (Hair et al., 2021). The results presented in Table 3 indicate that all constructs met the criteria for convergent validity. The factor loadings ranged from 0.779 to 0.895, while the average variance extracted (AVE) values ranged from 0.679 to 0.740. All values exceeded the recommended threshold, with factor loadings above 0.70 and AVE values above 0.50 (Hair et al., 2021). Therefore, all constructs in this study were considered to demonstrate satisfactory convergent validity.

Discriminant validity

Table 3. Discriminant Validity

	Heterotrait-monotrait ratio (HTMT)
Leader Mindfulness in Communication <-> Job Crafting	0.629
Open-Mindedness <-> Job Crafting	0.506
Open-Mindedness <-> Leader Mindfulness in Communication	0.102
Resilience <-> Job Crafting	0.854
Resilience <-> Leader Mindfulness in Communication	0.453
Resilience <-> Open-Mindedness	0.571

Source: Data Processed 2026

Discriminant validity was assessed to ensure that each construct in the research model was sufficiently distinct and capable of measuring different concepts (Hair et al., 2021). In this study, discriminant validity was evaluated using the heterotrait–monotrait ratio (HTMT). The results presented in Table 4 show that all HTMT values ranged from 0.102 to 0.854, remaining below the recommended maximum threshold of 0.90 proposed by (Hair et al., 2021). Therefore, all constructs in this study met the criteria for discriminant validity and were empirically distinguishable from one another.

Reliability

Table 4. Reliability

Variable	Composite reliability	Cronbach's Alpha
Job Crafting	0.968	0.964
Leader Mindfulness in Communication	0.962	0.956
Open-Mindedness	0.967	0.963
Resilience	0.955	0.947

Source: Data Processed 2026

Construct reliability was evaluated using Composite Reliability and Cronbach's Alpha to assess the internal consistency of the

indicators in reflecting their respective constructs (Hair et al., 2021). The results presented in Table 5 indicate that the Composite Reliability values ranged from 0.955 to 0.968, while the Cronbach's Alpha values ranged from 0.947 to 0.964. All values exceeded the recommended minimum threshold of 0.70 suggested by (Hair et al., 2021). Therefore, all constructs in this study were considered to demonstrate satisfactory reliability.

Inner Model

Coefficient of determination (R-Square)

Table 5. Coefficient Of Determination

Variable	R-square	R-square adjusted
Resilience	0.706	0.702
Job Crafting	0.765	0.761

Source: Data Processed 2026

The coefficient of determination (R-square) was used to assess the ability of the exogenous variables to explain the variance in the endogenous variables within the research model (Hair et al., 2021). The results presented in Table 6 show that the R-square values were 0.706 for resilience and 0.765 for job crafting. These findings indicate that the model explains 70.6% of the variance in resilience and 76.5% of the variance in job crafting, while the remaining variance is explained by factors outside the research model. According to the criteria proposed by (Hair et al., 2021), both R-square values indicate substantial explanatory power.

Effect size (F^2)

Table 6. Effect Size

Relationship	f^2
Leader Mindfulness in Communication → Resilience	0.817
Resilience → Job Crafting	1.003

Source: Data Processed 2026

The effect size (f^2) was used to assess the magnitude of the contribution of the exogenous variables to the endogenous variables in the research model (Hair et al., 2021). The results indicate that the effect of leader mindfulness in communication on resilience yielded an f^2 value of 0.817, whereas the effect of resilience on job crafting yielded an f^2 value of 1.003. According to the criteria proposed by (Hair et al., 2021), both relationships are classified as having a large effect size, indicating that both variables make a substantial contribution to their respective endogenous variables in the research model.

Bootstrapping

Table 7. Bootstrapping

Relationship	Original sample	T statistics	P values
Leader Mindfulness in Communication -> Resilience	0.492	11.857	0.000
Resilience -> Job Crafting	0.631	12.905	0.000
Leader Mindfulness in Communication -> Resilience -> Job Crafting	0.311	6.981	0.000
Open-Mindedness x Leader Mindfulness in Communication -> Resilience	0.429	10.131	0.000
Open-Mindedness x Resilience -> Job Crafting	0.319	5.815	0.000

Source: Data Processed 2026

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS. The results presented in Table 8 indicate that all hypothesized relationships exhibited t-statistics greater than 1.96 and p-values below 0.05, indicating that all research hypotheses were supported (Hair et al., 2021). Leader mindfulness in communication had a positive effect on resilience ($\beta = 0.492$; $t = 11.857$; $p < 0.001$), while resilience had a positive effect on job crafting ($\beta = 0.631$; $t = 12.905$; $p < 0.001$). Furthermore, resilience

was found to mediate the effect of leader mindfulness in communication on job crafting ($\beta = 0.311$; $t = 6.981$; $p < 0.001$). The findings also indicate that open-mindedness moderates the relationship between leader mindfulness in communication and resilience ($\beta = 0.429$; $t = 10.131$; $p < 0.001$), as well as the relationship between resilience and job crafting ($\beta = 0.319$; $t = 5.815$; $p < 0.001$).

Discussion

The findings of this study provide several important insights into how leader mindfulness in communication, resilience, and open-mindedness contribute to promoting job crafting among employees in the Indonesian banking sector. All proposed hypotheses were supported by the analysis, indicating that leader mindfulness in communication has a positive effect on resilience, resilience has a positive effect on job crafting, resilience mediates the relationship between leader mindfulness in communication and job crafting, and open-mindedness strengthens both the relationship between leader mindfulness in communication and resilience and the relationship between resilience and job crafting. Overall, these findings support the perspective of the Conservation of Resources (COR) theory, which explains that individuals utilize social and psychological resources to preserve, acquire, and develop resources when coping with job demands (Hobfoll, 1989).

First, the findings indicate that leader mindfulness in communication has a positive effect on resilience, thereby supporting the first hypothesis. This finding suggests that leaders who communicate with full attention, maintain emotional composure, and refrain from making hasty judgments can help employees strengthen their ability to adapt to work-related pressure. From the perspective of the Conservation of Resources (COR) theory, leader mindfulness in communication is viewed as a social resource that enables individuals to preserve and acquire psychological resources when facing job demands (Hobfoll et al., 2018). These findings are consistent with those of Wang et al. (2025), who found that mindful leader communication contributes to enhancing employee resilience in the banking sector. In the context of the Indonesian banking industry, mindful communication by leaders is particularly important because employees face demanding performance targets, regulatory changes, and service requirements that necessitate continuous adaptation.

Second, this study found that resilience has a positive effect on job crafting, thereby supporting the second hypothesis. Individuals with a high level of resilience are more capable of coping with work-related pressure and utilizing their available resources to proactively adjust their work. This finding is consistent with the Conservation of Resources (COR) theory, which explains that individuals who successfully preserve their psychological resources are more likely to invest those resources to acquire new ones through proactive behaviors, including job crafting (Hobfoll et al., 2018). The findings are also consistent with those of Azmi et al. (2025), who identified resilience as an important factor in promoting adaptive behavior in the workplace. In the banking sector, the ability to withstand work-related pressure enables employees to adjust the way they work, optimize the resources available to them, and continue achieving organizational performance targets.

Furthermore, this study found that resilience mediates the relationship between

leader mindfulness in communication and job crafting, thereby supporting the third hypothesis. This finding indicates that the effect of leader mindfulness in communication on job crafting does not occur directly but rather through the enhancement of resilience as a psychological resource. According to the Conservation of Resources (COR) theory, the social resources provided by leaders help individuals develop psychological resources, which are subsequently utilized to foster proactive behavior at work. This mechanism reflects the principle of resource caravans, whereby resources develop through processes of mutual support and reinforcement among different types of resources (Hobfoll, 2001). Therefore, resilience serves as an important mechanism explaining how mindful leader communication promotes job crafting.

Furthermore, the findings indicate that open-mindedness strengthens the effect of leader mindfulness in communication on resilience, thereby supporting the fourth hypothesis. Individuals with a high level of open-mindedness tend to be more receptive to the information, feedback, and new perspectives provided by their leaders. This condition enables the social resources derived from leader mindfulness in communication to be utilized more effectively in developing resilience. These findings are consistent with those of Wang et al. (2025), who demonstrated that open-mindedness enhances the effectiveness of leader communication in fostering individual resilience. The findings

leader communication but also on its ability to develop employees' psychological resilience and promote open-mindedness.

From a theoretical perspective, this study extends the application of the Conservation of Resources (COR) theory to suggest that individual characteristics play an important role in determining how effectively the resources available in the workplace are utilized.

This study also found that open-mindedness strengthens the effect of resilience on job crafting, thereby supporting the fifth hypothesis. Individuals with a high level of resilience are better able to translate their adaptive capacity into job crafting behaviors when they are also open to new ideas, information, and ways of working. In contrast, individuals who are less open-minded tend to utilize their psychological resources less effectively in adapting their work. These findings are consistent with those of Wang et al. (2025), which demonstrated that open-mindedness plays a role in optimizing the transformation of psychological resources into proactive behavior, in line with the perspective of the Conservation of Resources (COR) theory.

Overall, this study extends the application of the Conservation of Resources (COR) theory to the context of the Indonesian banking sector. The findings demonstrate that the social resources derived from leader mindfulness in communication enhance resilience as a psychological resource, which subsequently promotes job crafting. The effectiveness of this process becomes even stronger when individuals possess a high level of open-mindedness. Therefore, this study provides empirical evidence that an organization's success in fostering employees' proactive behavior depends not only on
the banking sector in developing countries by demonstrating that social resources, psychological resources, and individual characteristics work complementarily in shaping job crafting. From a practical perspective, the findings provide implications

for banking organizations to develop more mindful leader communication practices, strengthen resilience development programs, and foster a workplace culture that encourages open-mindedness. These efforts are expected to enhance employees' ability to proactively adapt to an increasingly dynamic work environment

CONCLUSION

This study examined the effect of leader mindfulness in communication on job crafting through resilience, with open-mindedness serving as a moderating variable, among employees in the Indonesian banking sector. The findings indicate that leader mindfulness in communication has a positive effect on resilience, resilience has a positive effect on job crafting, and resilience mediates the relationship between leader mindfulness in communication and job crafting. In addition, open-mindedness was found to strengthen both the relationship between leader mindfulness in communication and resilience and the relationship between resilience and job crafting. These findings suggest that mindful leader communication, supported by employees' psychological resilience and open-mindedness, plays an important role in promoting job crafting in the banking sector.

From a theoretical perspective, this study extends the application of the Conservation of Resources (COR) theory to the banking sector in developing countries. The findings demonstrate that the social resources derived from leader mindfulness in communication, the psychological resource of resilience, and the individual characteristic of open-mindedness work complementarily in shaping job crafting behavior. The findings also provide empirical evidence that the model previously tested in large companies in China can be replicated within the Indonesian banking context.Top of Form

From a practical perspective, the findings suggest that banking organizations should develop more mindful leader communication practices as part of their human resource management strategy. In addition, organizations should strengthen resilience development programs and foster a workplace culture that encourages open-mindedness, enabling employees to make optimal use of the resources available to them and to proactively adjust their work in response to dynamic organizational demands.

Despite its theoretical and practical contributions, this study has several limitations. First, it employed a cross-sectional design, which captures respondents conditions at a single point in time and therefore cannot explain how the relationships among the variables may change over time. Second, the data were collected through self-reported questionnaires using a purposive sampling technique. Consequently, the findings are based on respondents' subjective perceptions and cannot be generalized broadly. In addition, the study was conducted among employees in the banking sector without distinguishing between bank types, job positions, work units, or tenure, which may result in different patterns of relationships among the variables. Therefore, future research is encouraged to extend the scope of the study to other industry sectors, employ longitudinal or mixed-methods designs, and consider respondents' characteristics as well as other relevant variables to obtain a more comprehensive understanding of the factors influencing leader mindfulness in communication, resilience, open-mindedness, and job crafting.

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