

## **INNOVATIVE HORIZONS: THE IMPACT OF MINDFUL ORGANIZATIONS ON EMPLOYEE CREATIVITY**

**<sup>1</sup>Dr. Jasveen Kaur, <sup>2</sup> Neha Sanga,**

*<sup>1</sup>Serving Senior Faculty and Former Chairperson/Head, University Business School (UBS),  
Guru Nanak Dev University, Amritsar*

*<sup>2</sup>Research Fellow, University Business School (UBS),  
Guru Nanak Dev University, Amritsar*

*Email:- jasveen.ubs@gndu.ac.in  
nehasanga555@gmail.com*

---

### **ABSTRACT**

*This study examines the role of organizational mindfulness in enhancement of long-term innovation adoption in employees. It deeply investigates the influence of complex interactions between individuals and organizational elements on the relationship between mindfulness practices and propensity of workers in terms of acceptance and implementation of innovative ideas. The study provides a comprehensive understanding of the factors influencing the adoption of innovative horizons by thoroughly investigating the complex interplay among mindfulness, organizational dynamics, and personal characteristics. The study finds that mindfulness beyond increasing creativity, it also becomes the cornerstone of the environment at work where individuals can learn, adapt, and flourish in rapid changing environment. Workplace mindfulness emerges as an important element impacting behaviour of employees.*

**Keywords:** *Organizational Mindfulness, Individual Elements, Employee Creativity, Innovation Adoption, Organizational Factors, Mindfulness, Leadership Styles, Innovative Culture.*

---

### **1. INTRODUCTION**

Long-term success and relevance in the dynamic and fast-paced world of modern businesses require innovation adoption. Encouraging employee creativity is essential to advance innovation (Balawi & Ayoub, 2022). This paper examines the influence of organizational mindfulness on employees' capacity for creativity at work. Innovation is not merely an outcome of the procedural framework, but it leads a business towards progress (Peterson, 1996). Developing a creative culture is essential because firms are facing increased obstacles due to a dynamic business environment. It is recognized that fostering the creative capacity of those who implement efficient processes is equally important for sustained innovation as for process implementation alone (Jamrog et al., 2006). The idea of mindfulness gained attention as a ground-breaking concept in the workplace environment due to its historical connection with human health (Iszatt-White et al., 2017). Non-judgemental observations

and present-moment awareness are the hallmarks of mindfulness, which becomes a transformative force inside an organizational communal fabric beyond its individual roots (Ahlvik, 2019). Beyond individual advantages to affect organizational culture, its use affects the view of staff members towards their workplace, deals with difficulties, and contributes to the innovation landscape (Azeem et al., 2021). Innovation is a complex phenomenon that includes not only ground-breaking products but also innovative methods, creative problem-solving, a culture that promotes ongoing progress (Gassmann et al., 2014). However, employee creativity serves as a foundation for innovation (Anderson, 2014). Beyond conventional models, enterprises need to adopt a comprehensive strategy that supports and fosters the creative abilities of the employees that helps them to succeed in the current competitive era (Zhang et al., 2021).

The interconnected elements of mindful organizations, innovation adoption, and employee creativity help to create a dynamic and successful work environment.

- **Innovative Horizons:** It refers to creative and forward-thinking approach that is used by business to maintain competitiveness in the rapidly changing market (Uphill, 2016). Investigating novel concepts, tools, and techniques in order to promote growth and sustainability.
- **Mindful Organisations:** It places a strong emphasis on the importance of a thorough and intentional approach to workplace dynamics (Reina, 2023). Developing a workplace environment that values employees' engagement, presence, and awareness of their thoughts and actions is a key element of mindfulness (McNichols, 2023). It helps to promote better decision-making, stress reduction, and overall well-being.
- **Employee Creativity:** It is a key to organizations' success as it encourages innovation and problem-solving (Fraihat, 2023). Fostering an environment that promotes and values creativity encourages employees to think creatively, which leads to the development of original products and solutions (Sanchez-Garcia et al., 2023).

The interdependence of these elements is demonstrated by the way mindful organizations provide a supportive atmosphere for employees to explore and express their creativity (Amabile & Pratt, 2016). Ideation and problem-solving processes are facilitated by mindfulness, result in more creative solutions (Zedelius & Schooler, 2015). In contrast, an environment that promotes innovation and creativity boosts employee engagement and satisfaction, which is beneficial to the organization as a whole. In conclusion, the mutually beneficial relationship between mindful organizations, employee creativity, and innovative horizons builds a peaceful work atmosphere where awareness, forward-thinking, and innovation come together to drive organizational success in a fast-paced business environment (Hays, 2008).

The corporate context in which the study is carried out consists of rapid change, disruptive

technologies, and the necessity for firms to respond quickly. Traditional techniques of invention might not be sufficient in such a situation. Accordingly, the findings imply that more study is required to completely understand the role of organisational mindfulness (Gajda & Zbierowski, 2023).

By comprehending how mindfulness practices impact employees' creative capacities, firms can open up new avenues for creativity and establish themselves as adaptable, agile entities. "Innovative Horizons" aligns with the belief that a firm's capacity to innovate continuously is a crucial element of its success (Wang & Xiu, 2023). The study aims to provide practical recommendations as we explore the unexplored areas of innovation and mindfulness integration (Carayannis et al., 2015).

## **2. REVIEW OF LITERATURE**

Transformational, transactional, and creative leadership impacts online knowledge sharing, where creative leadership has the strongest effect. Three forms of leadership influence employee creativity, with online information sharing acting as a mediating element. The results found that organizational innovation moderates the relationship between leadership and online knowledge sharing (Nguyen et al., 2023). Service employees perceive their leaders can overcome organizational inertia, see the big picture, and adapt to several changes at once and their creativity rises (AlKayid et al., 2023). The findings revealed that this behaviour reduces the negative association between visionary leadership and organizational inertia. There is a positive association between empowered leadership and employee creativity, and job engagement in the hotel sector. Additionally, creative self-efficacy mediates the relationship between empowering leadership, work engagement, and worker creativity (Peng et al., 2023). Conflict can simultaneously focus workers' attention towards promotion and prevention, which influences both radical and incremental innovation (Liu et al., 2023). In general, promotion emphasis mediates the positive correlation between experiencing stress and increasing creativity, whereas the negative link between feeling tensions and the two previously mentioned forms of innovation.

By analysing the moderating impact of psychological resilience on staff creativity and performance with bullying behaviour (Anasori et al., 2023). Enterprises need to assess their inventive cultures using six key questions: knowledge management, processes, creativity, resources, incentives, and leadership. The approach outlines four intervention points: goals, environment, actions and behaviours, and authority for execution- to help in creating and sustaining an innovative environment (Dobni & Wilson, 2023). Managers may develop inventors by: establishing suitable group norms; strategically designing groups; supervision interactions with individuals outside the team; demonstrating organizational support; exhibiting leadership; making efficient utilisation of performance management.

Organizational mindfulness, a trait that fosters productive collaborations and increases worker

awareness of problems, and the company's quality-focused competitive strategy significantly correlates with employee innovation. Additionally, workers' adoption of creative ideas directly correlates with supportive leadership. Furthermore, organizational mindfulness acts as a mediator in an indirect relationship (Oeij et al., 2022). There is a positive correlation between creativity climate and innovative orientation at the workplace, which indicates that organizational creativity contributes to the promotion of innovation and new venture growth (Ghosh, 2015). By following a similar line of reasoning, one may contend that the findings of the studies that support the causal association between worker creativity and innovation at workplace and confirm the favourable relation between staff creativity and creative attitude (Cummings & Oldham, 1997). How leaders' attentiveness can foster employees' innovative work practices. This association is partially mediated and moderated by learning orientation of workers (Khari & Bali, 2022).

### **3. SIGNIFICANCE OF THE STUDY**

Practitioners, policymakers, and organizational leaders may be very beneficial who have knowledge about organizational practices, which affect creativity (Kraus et al., 2023). Organizations are increasingly analyzing that in order to solve the complicated issues brought on by the dynamics of the modern work environment, they must tap into innovative abilities of their workers. By investigating the complex association between organizational mindfulness practices and individuals' employee creativity, this study aims to further this understanding.

### **4. RESEARCH GAP**

Despite the body of research on the relationship between worker talent and meditation in firms is growing, there is a clear knowledge gap regarding the sophisticated mechanisms and specific factors that regulate and control this relationship. Previous studies often fail to provide a comprehensive analysis of particular enterprises' practices, leadership philosophies, and cultural norms that either support or impede attentive firms' capabilities to foster staff initiative (Sutcliffe et al., 2016). To determine the long-term effects of mindfulness treatments on creativity, further study is required. Closing these gaps will lead to a more advanced understanding of the long-term effects of mindful business policies on employee innovation.

### **5. RESEARCH OBJECTIVES**

The present study aims to achieve specific objectives, includes:

1. To determine which specific factors of mindful organizations- such as leadership practices, open systems, and social norms- have a greater impact on fostering staff innovation.
2. To investigate the intricate relationships between individual and organizational aspects in the adoption of change and mindfulness.
3. To examine the critical role of mindfulness, attitude, and well-being play in fostering development

and long-term growth.

## **6. RESEARCH METHODOLOGY**

This current study has integrated existing literature, ideas, and empirical investigations on employee innovation acceptance and mindfulness in companies, employing secondary source techniques. To develop a theoretical framework and provide insights into how mindfulness and creativity interact into organizational contexts, this approach involved conducting a thorough literature review and collecting data from scholarly papers, books, and other educational sources.

## **7. DISCUSSION**

The findings of the study have consequences for realistic organizational policies as well as conceptual frameworks. Organizational and human dynamics are interdependent as demonstrated by the established relationship between adopting new ideas and being mindful (Vogus & Sutcliffe, 2012). This supports the necessity of integration of mindfulness with the adoption of invention, emphasizing its function as an encouragement for extended creative processes. Firms may use targeted interventions to improve these (Barros & Ramos, 2023). Awareness, experimentation, and open communication are emphasized by implementing leadership programs. The study advocates for an all-encompassing organizational approach that recognizes the unbreakable connection between group creativity and individual meditation (Clark, 2016).

### **• Individual Elements in Promoting Innovation Adoption: A Thorough Analysis**

The significance of individual variables in encouraging the acceptance of innovations has been widely recognized in the ever-changing field of company structures (Derakshan et al., 2023). This analysis examines three crucial areas: worker behaviours, personal awareness, and change preparedness (Ahmed et al., 2017). Additionally, to clarify the complex interactions between psychological states and the propensity to accept creations, the correlation with employee well-being will be extensively explored (Elsamani et al., 2023). The core of mindfulness is the practice of cultivating present-moment awareness and personal attention. Within the framework of a company, encouraging the adoption of changes requires fostering individual awareness (Khemraj et al., 2023). Workers who are more aware of their environment are more adaptable, creative, and able to solve problems. As people navigate the complexity of their workplace, a mindful mindset acts as a catalyst for recognizing and welcoming novel concepts (Tanaka et al., 2014). This understanding not only helps in the establishment of new habits, but also sustains long-term commitment to innovation adoption. The attitudes of the staff are a crucial link in the acceptance chain of innovations (AlDhaheri et al., 2023). Positive attitudes, motivated by drive and a sincere openness to change, create an atmosphere that is favourable to the exploration and adoption of new concepts, and driven people are more likely to engage in the learning processes associated with changeability and innovation serves as a link

between creative approaches and their practical implementations (Rosati et al., 2023).

• **A Strategic Analysis of Organizational Factors Influencing Innovation Adoption**

The successful application of innovation is greatly influenced by several crucial elements within the complex structure of business processes (Ul-Durar et al., 2023). Three important organizational factors are explored in this study: managerial support for mindfulness initiatives, the significance of communication, and teamwork in promoting creativity, and the alignment of corporate culture with innovation goals (Mizrak, 2023). Any transformative journey requires the commitment and support of an organization's leadership. When it comes to encouraging the adoption of new ideas, leadership supports for mindfulness stands out as a key facilitator (Muitty-Mehra, 2023). Championing meditation practices within the structure of the firms shows managers that they are committed to creating an atmosphere that encourages awareness, reflection, and receptivity. By encouraging mindfulness, leaders set the standard for the whole organization, impacting not just individual behaviour, but also the group mentality that fosters creativity and acceptance of novel ideas (Petita & Martinez-Corcoles, 2023). Organizational culture, like a company's DNA, greatly impacts how its staff perceives and reacts to change. A culture that encourages learning, experimentation, and adaptability is enhanced by creative goals (Khalid et al., 2023). However, an atmosphere that is hostile to change or taking risks might hinder creative endeavours. Establishing how efficiently the company's culture aligns with innovative goals includes investigating the relationship between established norms, values, and reward systems.

• **Combining Individual and Organizational Aspects: Handling Conflicts and Synergies in the Adoption of Innovation and Mindfulness**

The combination of organizational and individual factors results in the complex interaction that shapes the working environment in the domains of the adoption of technology and mindful thinking (Petita & Martinez-Corcoles, 2023). Enterprises seeking to establish a culture of discovery while promoting the health of people have to recognise such intricate relationship.

Individual factors including employee well-being, awareness, and mindsets interact continuously with aspects of an organization like social structure, communication, and guidance (Zafar et al., 2023). The overall mindfulness ethos of the business is enhanced by attentive individuals who are influenced by the manager's style. When there are open means of interactions and a system of encouragement that aids in enhancing individual beliefs and consciousness, a beneficial relationship is formed (Ohta et al., 2023).

The corporate environment is also greatly influenced by people's creative attitudes and collective awareness (Moslehpour et al., 2023). A culture that stimulates creation goals enhances interaction and cooperation, which has beneficial feedback processes and facilitates the use of fresh ideas (Martins&

Terblanche,2003). Integrates synergies indicate how beings and organizational aspects work together and achieve an ideal balance which directly boosts the beneficial impacts on artistic talents (Jl & Zhang, 2023). Executives must recognise the need to find a balance between cultivating an atmosphere of imagination and valuing individual differences in order to expertly resolve these conflicts (Goldstein et al., 2010). Employers must recognize these connections and effectively utilize them.

## **8. SCOPE FOR FUTURE RESEARCH**

The intricate relationship between organizational characteristics can be a huge asset to further research on being mindful and originality. By examining the strategies for achieving an even balance and methods that reduce conflicts between individual viewpoints and corporate norms are areas that require further studies (Yussuf, 2023). The long-term impacts of business initiatives aimed at harmonizing individual mindful habits with creative goals can potentially be investigated in future studies. Management will be better capable of handling the difficulties of enabling technological advancements while respecting individual variations if they have greater knowledge of these distinctions, which will further the field of team behaviour research (Haddad, 2024).

## **9. CONCLUSION**

The study reveals the mutually beneficial link between long-term employee creativity adoption and workplace mindfulness (Annamalah et al., 2023). The significant findings highlight the importance of personal traits, organizational components, and their interconnections for building cultures that innovate. The research concluded that workplace mindfulness is an essential component in influencing employee attitudes, and fostering a welcoming atmosphere (Barros & Ramos, 2023). It highlights how crucial it is to have strong leadership, a setting that promotes creative objectives, and open methods of communication. In summary, the impact of organizational mindfulness as a consistent driver of staff acceptance of novel ideas cannot be exaggerated (Kelly, 2023).

## **REFERENCES**

- AlDhaheri, H., Hilmi, M. F., Abudaqa, A., Alzahmi, R. A., & Ahmed, G. (2023). The relationship between HRM practices, innovation, and employee productivity in UAE public sector: a structural equation modelling approach. *International Journal of Process Management and Benchmarking*, 13(2), 157-176.
- AlKayid, K., Selem, K. M., Shehata, A. E., & Tan, C. C. (2023). Leader vision, organizational inertia and service hotel employee creativity: Role of knowledge-donating. *Current Psychology*, 42(4), 3382-3394.
- Ahlvik, C. A. (2019). The power of awareness: Unlocking the potential of mindfulness in organizations. Hanken School of Economics. <https://helda.helsinki.fi/server/api/c>

- ore/bitstreams/c4b7df15-6903-4bd5-80c0-fa7b4e28aa32/content.
- Ahmed, S., Ahmed, A., & Ahmad, M. (2017). Application of multiple comparison procedures on an individual's innovative behavior. *Pak. J. Statist*, 33(3), 191-206.
- Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in organizational behavior*, 36, 157-183.
- Anasori, E., De Vita, G., & Gürkan Küçükergin, K. (2023). Workplace bullying, psychological distress, job performance and employee creativity: the moderating effect of psychological resilience. *The Service Industries Journal*, 43(5-6), 336-357.
- Anderson, N., Potočnik, K., & Zhou, J. (2014). Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework. *Journal of management*, 40(5), 1297-1333.
- Annamalah, S., Paraman, P., Ahmed, S., Dass, R., Sentosa, I., Pertheban, T. R., ... & Singh, P. (2023). The role of open innovation and a normalizing mechanism of social capital in the tourism industry. *Journal of Open Innovation: Technology, Market, and Complexity*, 9(2), 100056.
- Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. *Technology in Society*, 66, 101635.
- Balawi, A., & Ayoub, A. (2022). How can companies pursue better strategies through innovation? A review of various perspectives on innovation, competitiveness, and technology. *International Journal of Operations and Quantitative Management*, 28(1), 280-294.
- Barros, V. F., & Ramos, I. (2023). Organizational mindfulness to innovation at an organization in the cork sector. *Information Technology & People*, 36(1), 286-312.
- Carayannis, E. G., Sindakis, S., & Walter, C. (2015). Business model innovation as lever of organizational sustainability. *The Journal of Technology Transfer*, 40, 85-104.
- Clark, S. M. (2016). *DBT-informed art therapy: Mindfulness, cognitive behavior therapy, and the creative process*. Jessica Kingsley Publishers.
- Cummings, A. and Oldham, G. (1997), "Enhancing creativity: managing work contexts for the high potential employee", *California Management Review*, Vol. 40 No. 1, pp. 22-38.
- Derakhshan, A., Wang, Y. L., Wang, Y. X., & Ortega-Martín, J. L. (2023). Towards innovative research approaches to investigating the role of emotional variables in promoting language teachers' and learners' mental health. *International Journal of Mental Health Promotion*, 25(6), 1-10. <https://doi.org/10.32604/ijmh.2023.029877>.
- Dobni, C. B., & Wilson, G. A. (2023). Measuring cultural readiness for innovation: six essential

- questions. *Journal of Business Strategy*.
- Elsamani, Y., Mejia, C., & Kajikawa, Y. (2023). Employee well-being and innovativeness: A multi-level conceptual framework based on citation network analysis and data mining techniques. *Plos one*, *18*(1), e0280005.
- Fraihat, B. A. M., Alhawamdeh, H., Alkhalwaldeh, B. Y., Abozraiq, A. M., & Al Shaban, A. (2023). The effect of organizational structure on employee creativity: The moderating role of communication flow: A survey study. *International Journal of Academic Reserach in Economics and Management Sciences*, *12*(2).
- Gajda, D., & Zbierowski, P. (2023). Exploring the consequences of mindfulness at work: the impact of mindful organizing on employee attitudes and behavior toward work and organization. *Personnel Review*, *52*(9), 2342-2362.
- Gassmann, O., & Schweitzer, F. (Eds.). (2014). *Management of the fuzzy front end of innovation*. New York: Springer.
- Ghosh, K. (2015). Developing organizational creativity and innovation: Toward a model of self-leadership, employee creativity, creativity climate and workplace innovative orientation. *Management Research Review*, *38*(11), 1126-1148.
- Goldstein, J., Hazy, J., & Lichtenstein, B. (2010). *Complexity and the nexus of leadership: Leveraging nonlinear science to create ecologies of innovation*. Springer.
- Haddad, E. (2024). Leveraging social media, big data, and smart technologies for intercultural communication and effective leadership: Empirical study at the Ministry of Digital Economy and Entrepreneurship. *International Journal of Data and Network Science*, *8*(2), 857-870.
- Hays, J. (2008). Dynamics of organisational wisdom. The Australian National University School of Management, Marketing, and International Business Working Paper Series. ISSN: 1833-6558.
- Iszatt-White, M., & Saunders, C. (2017). *Leadership*. Oxford University Press.
- Jamrog, J., Vickers, M., & Bear, D. (2006). Building and sustaining a culture that supports innovation. *People and Strategy*, *29*(3), 9.
- Ji, M., & Zhang, X. (2023). Assessing the impacts and mechanisms of green bond financing on the enhancement of green management and technological innovation in environmental conservation enterprises. *Journal of the Knowledge Economy*, 1-42.
- Kelly, L. (2023). Workplace innovation. In *Mindfulness for Authentic Leadership: Theory and Cases* (pp. 179-192). Cham: Springer International Publishing.
30. Khalid, R., Abdul Hamid, A. B., Raza, M., Promsivapallop, P., & Valeri, M. (2023). Innovation and organizational learning practices in tourism and hospitality sector: a gender-based

perspective. *European Business Review*.

Khari, C., & Bali, A. (2022). Leader mindfulness and employee innovative work behaviour: a mediated moderation model. *European Journal of Innovation Management*.

Khemraj, S., Pettongma, P. W. C., Thepa, P. C. A., Patnaik, S., Wu, W. Y., & Chi, H. (2023). Implementing mindfulness in the workplace: A new strategy for enhancing both individual and organizational effectiveness. *Journal for ReAttach Therapy and Developmental Diversities*, 6(2s), 408-416.

Kraus, S., Ferraris, A., & Bertello, A. (2023). The future of work: How innovation and digitalization re-shape the workplace. *Journal of Innovation & Knowledge*, 8(4), 100438.

Liu, Z., Ouyang, X., & Pan, X. (2023). Experiencing tensions, regulatory focus and employee creativity: the moderating role of hierarchical level. *Chinese Management Studies*, 17(1), 178-196.

Martins, E. C., & Terblanche, F. (2003). Building organisational culture that stimulates creativity and innovation. *European journal of innovation management*, 6(1), 64-74.

McNichols, A. (2023). *Enhancing Workplace Well-Being: An Assessment of Mindfulness-Based Training for Human Service Managers* (Doctoral dissertation, California State University, Stanislaus).

Mızrak, K. C. (2023). Comparative analysis of employee engagement strategies in international organizations: Lessons from high-performing companies. *Premium e-Journal of Social Science (PEJOSS)*, 7(35), 1336-1348.

Moslehpour, M., Yin Chau, K., Du, L., Qiu, R., Lin, C. Y., & Batbayar, B. (2023). Predictors of green purchase intention toward eco-innovation and green products: Evidence from Taiwan. *Economic research-Ekonomska istraživanja*, 36(2).

Muityy-Mehra, T. (2023). *The Effective Cognitive and Behavioral Strategies Utilized by Organizational Leaders During Times of Crisis Such as the Global Pandemic* (Doctoral dissertation, Adler University).

Nguyen, M., Sharma, P., & Malik, A. (2023). Leadership styles and employee creativity: the interactive impact of online knowledge sharing and organizational innovation. *Journal of Knowledge Management*.

Oeij, P. R., Hulsegge, G., & Preenen, P. T. (2022). Organisational mindfulness as a sustainable driver of employee innovation adoption: Individual and organisational factors. *Safety science*, 154, 105841.

Ohta, R., Naito, Y., & Sano, C. (2023). Mutually supportive and inclusive societies driven by community social workers in japan: a thematic analysis of Japanese comics. *Geriatrics*, 8(6),

113.

- Peng, M. Y. P., Liang, Z., Fatima, I., Wang, Q., & Rasheed, M. I. (2023). The nexus between empowering leadership, job engagement and employee creativity: role of creative self-efficacy in the hospitality industry. *Kybernetes*.
- Peterson, R. (1996). *Inuuniaqtuat: A hermeneutic study in the mediation of culture among Alaskan Native female leaders*. University of San Francisco.
- Petitta, L., & Martínez-Córcoles, M. (2023). A conceptual model of mindful organizing for effective safety and crisis management. The role of organizational culture. *Current Psychology*, 42(29), 25773- 25792.
- Reina, C. S., Kreiner, G. E., Rheinhardt, A., & Mihelcic, C. A. (2023). Your presence is requested: Mindfulness infusion in workplace interactions and relationships. *Organization Science*, 34(2), 722- 753.
- Rosati, F., Rodrigues, V. P., Cosenz, F., & Li Ying, J. (2023). Business model innovation for the sustainable development goals. *Business Strategy and the Environment*, 32(6), 3752-3765.
- Sánchez-García, E., Martínez-Falcó, J., Alcon-Vila, A., & Marco-Lajara, B. (2023). Developing green innovations in the wine industry: An applied analysis. *Foods*, 12(6), 1157.
- Schiling, M.A. (2008), *Strategic Management of Technological Innovation*, International ed., McGraw Hill, New York, NY.
- Sutcliffe, K. M., Vogus, T. J., & Dane, E. (2016). Mindfulness in organizations: A cross-level review. *Annual review of organizational psychology and organizational behavior*, 3, 55-81.
- Tanaka, M. T., Tse, V., Stanger, N., Piché, I., Starr, L., Farish, M., & Abra, M. (2014). The edge of counselling: Mindful negotiation of emotions towards transforming learning~ teaching. *Becoming teacher: Sites for teacher development in Canadian Teacher Education*, 469.
- Ul-Durar, S., Awan, U., Varma, A., Memon, S., & Mention, A. L. (2023). Integrating knowledge management and orientation dynamics for organization transition from eco-innovation to circular economy. *Journal of Knowledge Management*.
- Uphill, K. (2016). *Creating competitive advantage: how to be strategically ahead in changing markets*. Kogan Page Publishers.
- Vogus, T. J., & Sutcliffe, K. M. (2012). Organizational mindfulness and mindful organizing: A reconciliation and path forward. *Academy of management learning & education*, 11(4), 722-735.
- Wang, L., & Xiu, J. (2023). The relationship between participative leadership and subordinates' innovative behavior: The serial multiple mediating effects of knowledge sharing and creativity. *Journal of Industrial Convergence*, 21(4), 41-63.

- Yussuf, O. (2023). New paradoxes faced by organizations on self-initiated expatriates in the usa. *Journal of Human Resource and Sustainability Studies*, 11(4), 795-814.
- Zafar, H., Danish, M., Mir Sadaat Baloch, D. M. S., & Bashir, S. (2023). The impact of cultural factors on organizational behavior: A case study of balochistan. *Onomázein*, (59 (2023): March), 121-154.
- Zedelius, C. M., & Schooler, J. W. (2015). Mind wandering “Ahas” versus mindful reasoning: Alternative routes to creative solutions. *Frontiers in psychology*, 6, 834.
- Zhang, Q., Ma, Z., Ye, L., Guo, M., & Liu, S. (2021). Future work self and employee creativity: the mediating role of informal field-based learning for high innovation performance. *Sustainability*, 13(3), 1352.