THE DETERMINANTS OF MINDFUL INNOVATION WITHIN SERVICE SETTING: A SYNTHESIS OF LITERATURES

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***ABSTRACT:** The purpose of this paper is to conceptually examine an antecedent that would explain mindful innovation within the service industry. This paper is also to establish a conceptual framework integrating mindfulness and service encounter-based innovation.. The recommended framework may serve as a practical guide for service organizations to improve service delivery in order to enhance service firm's competitive advantage.*
Keywords: Mindful Innovation, Service encounter-based innovation, Synthesis review

1. INTRODUCTION

Service innovation has emerged as one of the important fields of service literature. Den Hertog [1] define service innovation as " new service experience or service solution in one or several of the following dimension: new service concept, new customer interaction, new value system/business partners, new revenue model, new organisational or technological service delivery system". Over the years, service innovation has offered tremendous benefits to the service organisations. This is proven through its importance to remain competitive and success of the company [2], help accelerate company's growth rate and profitability [3], increase productivity [4-5] and enables firms to gain a competitive advantage [6].

However, while service innovation is seen as important determinants in many service literature, unlocking its immense benefits require interactions with psychological and human cognitive construct [7]. This is because, it is often asserted that majority of service firms would offer services using almost similar approach and provide specific attention to service design, capacity and performance management, but do not insert sufficient endeavour in service delivery [8].Therefore, a particular approach to human cognitive effort should be integrated during service innovation delivery.

This is based on the notion by Owusu-Frimpong and Nwankwo [9], that the display of empathy, caring and individualised attention by service employee for customers is important during service encounter. One of the approach that is believed to have an impact on innovation is mindfulness approach [10]. Mindfulness has its influence as one of the cognitive approach that placed importance in paying attention, in the present moment and non-judgemental [11]. Another definition of mindfulness is offered by Langer [12], that is, active in the present, sensitive to context and notice new things. Focusing on the individual level of service innovation, particularly in service-encounter based innovation, this work is devoted to integrating the concept of Service Innovation and Mindfulness to the existing literature. However, despite receiving tremendous attention in recent years in various separate studies, the link between service innovation and mindfulness remains equivocal. This suggests the need for a systematic study of literature to integrate the empirical foundations of service innovation and mindfulness. Using Swanson and Ramiller [13] research article "Innovating Mindfully with Information Technology", as a base for the study, we embark on using the conceptual basis of mindful innovation in service delivery setting. However, it is imperative to note that service does not necessarily entails

technological elements, but also involves a non-technological element [7]. In order to assess the relations between service innovation and mindfulness, we present the meta-analysis of constructs obtained from 20 samples of studies ranging from 2000 to 2017. The purpose of this paper is twofold. Firstly, it aims to ascertain variables related to mindful innovation. Second, is to identify major factors that would contribute to mindful innovation.

2. METHODOLOGY

The initial stage of the literature search was performed through an extensive search on Google Scholar. Further, we extend the search to include Proquest, Ebsco, and Emeraldinsight. This is performed to gauge a more rigorous article on innovation and mindfulness. Although the search for Innovation and Mindfulness produced a limited result, we were able to find some article related to the study. When we used a keyword such as "Technology innovation and Mindfulness, it generates a few more studies that discussed the significance of innovating mindfully [10, 13]. Both studies seemed to incorporate both service innovation construct and mindfulness in their studies. While only accepting studies in the English language, we limit our search by excluding a review- based article [14]. In order to find a more acceptable journal article, we also perform a manual search through references.

The keywords for this study include (i) Innovation and Mindfulness (ii) Innovative mindfulness (iii) Proactive customer service performance. We also include new service conception, new service development to substitute service innovation. The result of the finding will be later discussed in the next part.
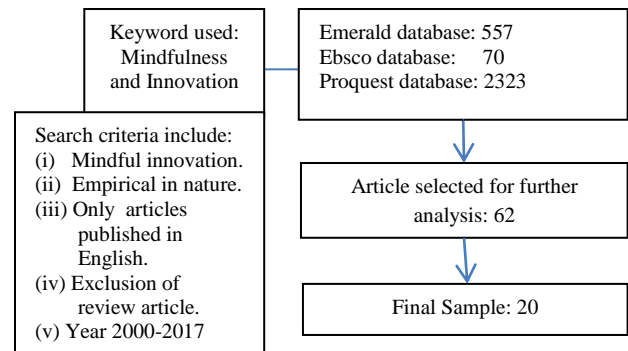

Figure 1: Strategies to search for literature related to Mindful Innovation

The initial search of an article from 2000-2017 has yielded a total of 2950 articles. As mentioned earlier, we also have manually identified articles based on titles and use the abstract to include the kinds of literature in the study. Although the search centred around service innovation, we extend the search to incorporates mindfulness and innovation as a centre of this studies. This is because both kinds of literature will be meaningful in order to look at the link between the two variables. The search indicated a large number of the article focuses on mindfulness training in nursing, neuroscience and clinical psychology. However, we review the papers in order to relate them to this paper's objective. We finally reach to the final sample of 20 articles. These samples of articles we retrieved are from highly recognized scientific journals; therefore, we believed would have a significant impact in fulfilling the objective of this paper.

3. FINDINGS AND DISCUSSION

All throughout this study, we found that the articles which directly discussed the relationship between mindfulness and service innovation are relatively scant. However, there are a few articles which relate mindfulness and decision making, management, as well as pro-environmental behavior. These have been discussed extensively, for example in Barber and Deale [15], relates ecological concerns and sustainable behavior, Ruedy and Schweitzer [16] in ethical decision making, Allan, Bott and Suh, [17] link mindfulness and meaning in life, and service quality [9]. However, we found that article by Siqueira and Pitassi [18] is closely related to our study, which links mindfulness and innovation, also a study by Owusu-Frimpong and Nwankwo [9] which identifies mindfulness as characteristics that are important in explaining mindfulness interactions in new service conception. Interestingly, the most article that relates mindfulness and innovation will specifically discuss information and technology at organizational level i.e the adoption of IT at organizational level [10, 13]. We believe, at some point, our conceptualization of mindfulness in this study will be based on mindfulness innovation in IT. This is because we could not find any literature that is able to capture mindfulness in the context of service-encounter based innovation except for a study by Xinyi Yang [19] in the unabridged master thesis, and Sullivan and Yang [20] which discussed the interactions of mindfulness and innovation at the organizational level. Despite the growing number of research exhibit interest in mindfulness in-service studies in [21-22] the interactions of mindfulness and service innovation studies particularly at an individual level is relatively modest. We aimed at closing this gap by integrating the notion of mindfulness into service innovation setting. Further, we will incorporate the mindfulness in IT innovation within the realm of service innovation based on the foundation laid by Swanson and Ramiller [13].

Therefore, the variable found in the studies of mindfulness and IT innovation will be used as a foundation to pursue studies on mindful innovation in-service setting. Studies that uses mindfulness in the context of IT innovation includes Oredo and Njihia [23]; Wolf, Beck and Pahlke [24]; Surendra [25]; Sun and Fang [26]; Vogus and Welbourne [27] [28].

Most of the previous studies in IT innovation setting resolves around organizational mindfulness, however, Goswami, Teo and Chan [10] asserted that characteristics that define an organization as a whole will play a significant role in determining individual mindfulness. Therefore, for the purpose of this study, we will also adopt the innovation set at the organizational level to fit our studies at the individual level. Although most of the bases for the previous kinds of literature adopted variable from the study by Sternberg, [29], we also listed some key concept that use the similar juxtapositions to describe mindfulness characteristics with respect to innovation settings.

Table 1: Relevant key characteristics of mindfulness and its link with innovation.

Author(s)	Key Characteristics	Research Theme
Swanson & Ramiller [13]; Mu & Butler [28]; Teo et al [30]; Vogus & Welbourne [27]; Oredo & Njihia [23]	Preoccupation with failure Reluctance to simplify interpretation Commitment to Resilience	Information Technology Innovation
Breuer & Gebauer [31]	Sensitivity to operations Deference to expertise	Innovation Management
Siquera & Pitassi [18]	Clarity of awareness Non-Conceptual, nondiscriminatory awareness, The flexibility of awareness and attention. Empirical stance toward reality and present-oriented consciousness. Stability or continuity of attention and awareness.	Sustainability-oriented innovation
Goswami, Teo & Chan [10]	Openness to experience Conscientiousness Informed Culture	IT innovation decision making
Capel [32]	Openness to Novelty Alertness to distinction Sensitivity to different context Awareness of multiple perspectives. Orientation in the present.	Indigenous Innovation
Sun & Fang [26]	Active information search Creation of a new category Awareness of own needs Openness to alternatives	Technology acceptance
Oeij, Dhondt, Gaspersz, & Vroome, [33]	Team psychological Safety Team Learning Complexity Leadership Team Voice	Innovation Resilience

The table above portrays various characteristics of mindfulness in the context of IT innovation. In general, from the review of the literature, we posit that the characteristics of mindfulness in the lens of innovation fall into four relevant key variables. Various components of mindfulness has been

found to explain mindfulness in innovation context, for example (i) Preoccupation with failure (ii) Reluctance to simplify interpretation (iii) Commitment to Resilience (iv) Sensitivity to operations (v) Deference to expertise (vi) Sensitivity to different context (vii) Awareness to multiple perspective. However, we propose that all of these different variables may be classified into four central concepts within the context of mindfulness and innovation literature.

Divergent Perspective

We contend that reluctance to simplify and openness to experience reflect the divergent perspective. Ndubisi [21] asserted that if the different perspective is competently applied, it would help increase chances of solving the problem as they arise, as coined in a reluctance to simplify. McCrae [34] on the other hand found that openness to experience is associated with divergent thinking. A divergent perspective allows an individual to make fewer assumptions, therefore able to gain knowledge from a different perspective [30]. Colzato,Ozturk and Hommel [35] also use the term 'divergent thinking' to describe the clarity of awareness and creativity. Breuer and Gebauer [31] describe resistance to simplify as a team sense to have multiple perspectives to find an effective solution to a problem. Therefore, we argue divergent perspective can serve as determinants of mindful innovation.

Authentic Functioning.

One of the most important key component of mindfulness in innovation context is a non-judgmental element that is without categorizations, comparisons or immediate evaluation [18]. This augurs well with what has been discussed by Breuer and Gebauer [31] which states that as individuals practice a non-judgmental attitude, it is most likely that they will act in accordance to their true self, which in this manner explains the authentic functioning of an individual.

Sensemaking Capabilities

Breuer and Gebauer [31] reflected a preoccupation with failure as a practice of constantly seeking and evaluate deviances. In order to generate new ideas and to be innovative, individuals need to engage with active cognitive ability from observing and receptive to new perspectives. This can be attained by learning from failure. Ndubisi [21] points out learning from failure are when the perspective of failure is looked positively. At this junction, individuals who are preoccupied with failure will devise ways to recover from failure. Swanson and Ramiller [13] also signalled the importance of sense-making as sensitivity to operation depends on it to ensure organizational reliability.

Informed Culture

We adopt the term informed culture by Goswami, Teo and Chan [10]. The authors posit that learning culture has a meaningful contribution to one of the characteristics of mindfulness, which is deference to expertise. Deference to expertise means readiness to loosen one person's formal authority in order to allow another person to make a decision when circumstances demand it. Therefore, it is imperative for the organizational members to impart knowledge culture to one another [13]. Organizational learning is a facilitator of innovation [36]. This is also based on another study by Oeij *et al* [33] on the importance of team learning as a contributor to innovation

resilience. We believe that informed culture has a significant contribution to mindful innovation. Thus, we argue, that building an appropriate mindful innovation climate requires an individual or organizations to engage in a continuous learning culture.

Based on the review of previous literature, we proposed four determinants of mindful innovation within service setting adopting various innovation literature.
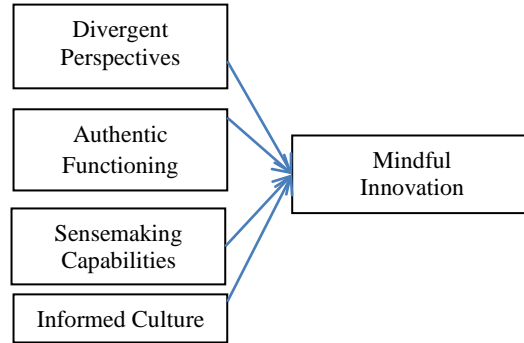

Figure 2: Proposed conceptual framework of mindful innovation.

4. CONCLUSION

This literature synthesized the interconnections between service innovation variable and mindfulness. This article is sought to provide an overview of mindful innovation in-service setting. It is aimed to generate a more comprehensive study on the development of mindful innovation framework in the realm of service encounter based innovation. This literature review of mindful innovation may open further discussion in the area of mindfulness studies and service innovation, which may replicate by the business owners and entrepreneurs in the service sector.

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