

Mindfulness in Strategic Decision-Making Process and its Impact on Organizational Performance: A case of Small and Medium Saudi Based Businesses

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ABSTRACT

The prompt response to market changes, demands managers and employees to be flexible and perform multiple tasks, simultaneously. Mindfulness encouraged companies to be goal-oriented by improving attention to the present moment. Unexpected events faced by firms should be approached wisely to achieve organizational objectives. Hence, a strategic decision process should be coupled with mindfulness to make effective decisions that result in increased performance. There is limited empirical mindfulness research in the management discipline, particularly on whether mindfulness foster or impedes task performance in the workplace. Therefore, the purpose of the study was to develop a view as to “how do small and medium firms react in uncertain conditions by employing mindfulness in predicting and comprising problems in their strategic decision process to achieve objectives and enhance performance in the context of Saudi Arabia”. The findings enriched the comprehension of the effect of mindfulness in the strategic decision process on organizational performance.

Keywords: organizational mindfulness, dynamic environment, effective decisions.

Introduction

The high environmental turbulence swirling around organizations raises the need to make effective decisions in minutes rather than months. Making decisions in uncertain situations with a lack of adequate information and under extreme time pressure requires deep thinking and precise analysis. Since faults from such decisions could range from missed opportunities to public relations disasters, immediate decisions have become unfavorable situations (Waller & Roberts, 2003). Achieving high-quality decisions that contribute to maintaining the business performance is the foci of this study through examining the role of organizational mindfulness in achieving good strategic decisions and reliable business performance.

The fast-paced working requirements could impact employees' performance negatively, which ultimately reduces the organization's internal and external performance. The overly aggressive organizational environment demands the organizations to be goal-oriented and maintain an engaging cultural environment. Prompt responses to the market changes demand managers and employees to be flexible and perform multiple tasks, simultaneously. The mindfulness-based approaches stressed that achieving consistent performance depends on how individuals and organizations think, assemble information, perceive things around them, and adapt to change (Langer, 1989, 1997).

Initially introduced by Buddhists, Mindfulness emphasizes maintaining the focus on the present without getting involved in the past or future thoughts (Nandram & Borden, 2011). All around a day, the employees think about the to-do list, which distracts their attention from the current important task. Eventually, most of the tasks are finished with

serious errors, which negatively contribute to the company's performance. Mindfulness encourages the managers and employees to live in the present, think about the task at hand, and avoid thinking about other problems while doing a particular task (Ray, Baker, & Plowman, 2011). Weick and Sutcliffe (2001) perceive mindfulness as a continuous process of modifying current expectations based on a new experience.

Brown and Ryan (2003) defined mindfulness as an individual's condition in which a person remains attentive to the present moment and well informed about it. Kabat-Zinn (1990) emphasized that this attention makes an individual open-minded towards the ongoing present situation. Mindfulness training helps individuals in reducing anxiety, stress, and depression (Sega, Williams, & Teasdale, 2002; Ma & Teasdale, 2004), which negatively impacts the decision-making process. In their study, Bishop et al., (2004) found that mindfulness strengthens the concentration, focus, and non-negatively concluding behavior towards the present situation. It enables a person to identify and control the negative stimuli in a situation on hand (Eifert & Heffner, 2003). According to Segal et al., (2002), mindfulness augments an individual's ability to tolerate depressing and irritating emotions and stimuli in the impersonal and professional life and to make a sound decision.

Many multinational companies have adopted mindfulness as a strategic characteristic. By understanding its long-lasting benefits, MNCs have launched mindfulness training programs for their employees to let them learn how to fully concentrate on their present tasks and make unbiased decisions. In this regard, Google takes lead over others. It offers more than 12 mindfulness programs. Green Mountain Coffee Roasters offers the mindfulness program on monthly



basis. Target, a chain of stores, also launched its program, in 2010, which is intended to increase the employees' ability to focus on the present moment (Schaufenbuel, 2015). Bridgewater Capital has integrated mindfulness into its operations as a mechanism for driving productivity and market performance and a means to augment situational awareness (Talbot-Zorn & Edgette, 2016).

The literature has a few studies intended to explore the role of mindfulness in the strategic decision-making process and in helping the organizations to boost their performance. Thus, this paper is intended to bring this relationship into the limelight through a comprehensive review of the literature. Many scholars have highlighted the need for future research in the area of mindfulness and performance in the workplace (Shao and Skarlicki, 2009), mindfulness in performance (Dane, 2011), mindfulness-based quality and reliability management in large and small organizations (Ndubisi, 2012), and mindfulness in entire management filed (Dane, 2011).

Background of the Study

The notion of mindfulness rooted back to Buddhists for two millennia (Brown, Ryan, & Creswell, 2007) to help individuals attain a state of consciousness (Hanh, 1976; Harvey, 2000; Lau et al., 2006; Rosch, 2007). The level of a mindful state of consciousness may differ among people due to dispositional tendencies, as researchers indicated (e.g., Baer, Smith, & Allen, 2004; Giluk, 2009; Walach, Buchheld, Buttenmüller, Kleinknecht, & Schmidt, 2006). A mindfulness state of consciousness is characterized by the majority of definitions as focusing ones' attention on the present moment phenomena (Dane, 2011). Organizations may have to understand the effect of mindfulness in the decision-making process (Karelaiia, & Reb, 2014). More simply to understand the mindfulness role in various stages of decision making, its effect in enhancing strategic decision quality, and its role in strategic decisions to help organizations face uncertainties and maintain performance. This requires knowing about the dimensions that characterize organizational mindfulness and the strategic decision process. This is the whole notion of organizational mindfulness in this paper.

An extensive review of the literature indicated the notion of mindfulness was explored in several empirical and non-empirical studies in various contexts and disciplines (Brown & Ryan, 2003; Grossman, Niemann, Schmidt, & Walach, 2004; Lau et al., 2006) such as in psychology, health, and well-being. However, the role of mindfulness has in organizational members' attention and how it affects strategic decisions (Nadharni and Barr, 2008) for other performance-related processes remains widely unexplored (Dane, 2011). Mindfulness' role in the strategic decision has been explored (Karelaiia, & Reb, 2014; Fiol, & O'Connor, 2003), as well as the effect of mindfulness on job, task, individual performance, or group performance (Cleirigh, & Greaney, 2015; Dane, 2011; Good, Lyddy, Glomb, & Bono, 2016; Hyland, Lee, & Mills, 2015). Although, only one study has been found; that explored the relationship between mindfulness, and the strategic decision

process in the context of American small business performance (Baker, 2007). According to Dane (2011), mindfulness has received limited research in the field of management, and he emphasizes that there is a dearth of theories regarding the effect of mindfulness on task performance in the workplace. Ndubisi (2012) stated that "indeed there is a serious dearth of research on mindfulness-based quality and reliability management in organizations (large or small) as most of the extant literature is on routine-based quality and reliability management". Research in the area of mindfulness and performance in the workplace also has a shortage and should be highlighted (Shao and Skarlicki, 2009). This ignites' s the spark and develops the curiosity to explore the role of mindfulness in organizational performance using the strategic decision process as a mediating variable. Because these two factors, organizational mindfulness, and strategic decision process, are considered quite critical for enhancing organizational performance in this paper.

The key reasons to ponder on these two constructs and to envisage Saudi SMEs are presented in four points. SMEs are perceived to generate high productivity of capital more than large capital firms do, and they help in reducing the concentration of economic growth by spreading in different industries (D'Souza, 2001).

SMEs definition varies among countries depending on the number of employees and the annual sales turnover. In Saudi Arabia, the companies were classified based on the number of employees by SAGIA (Saudi Arabian General Investment Authority) where less than 59 employees are considered a small firm and above 100 employees is a large scale. SMEs in Saudi Arabia consist up 90 percent of the total number in different sectors, where the majority (around 47%) are engaged in commercial and hotel businesses (SAGIA, 2007). In Saudi Arabia, SMEs are responsible for 51 percent of jobs in the private sector and contribute 22 percent of the GDP (Abdul Ghafour, 2013).

The obvious reason is that in real-life business decisions cannot be made based on employing the best result of a calculated set of variables because the consequences of exploiting new variables or stimuli are unknown in a dynamic environment (Shane & Venkataraman, 2000). Companies operating in an uncertain environment should be prepared to manage the unexpected and make effective decisions that have the potential to enhance performance. SMEs face difficulties in making a decision that affects their performance positively due to the lack of cognitive and behavioral known processes in making decisions (Raglan & Schulkin, 2014).

Most of the Saudi construction companies, established before 1983, got eliminated from the market after encountering frequent failures. The main reasons behind their failure were the poor decision-making of managers and the unsatisfactory performance of employees and workers (Jannadi, 1997). The decisions, which are taken in urgency or under pressure, welcome the failures (Good et al., 2016). According to



Hafenbrack (2017), the business, managers should be completely focused on every aspect of the problem under consideration. Although it takes time, however, the results are ideal and long-lasting.

Lastly, it is a fact that mindfulness enhances the quality of decision-making (Wallace, 2011). Shapiro and Carlson (2009) reported that, due to work pressure and stress, individuals are hardly attentive to the present.

The solution to this problem was provided by Kabat-Zinn (2015) who found that mindfulness can help people completely focus on the present task without getting their minds wandering around. He further stated that an individual being inattentive may poorly assess the situation and miss to consider important factors prevailing in the internal and external environments, which, in turn, suppresses the decision's quality. According to Isen (2001), mindfulness impacts behavior and enhances the quality of a decision. Dreyfus (2011) also reported that mindfulness improves performance action in day-to-day tasks.

Based on the foregoing discussion it might be inferred that the role of mindfulness in the strategic decision process is vital for the organizational performance in the context of SMEs. It might be worthwhile to examine the applicability of mindful strategic decisions in the performance of Saudi-based SMEs.

The ontological assumption of organizational mindfulness is that the majority of organizations are "reliability-seeking" organizations as Vogus and Welbourne (2003) call it. In other words, high-reliability organizations (HROs) are those that operate in threatening environments where small failures could drive an organization to death (Vogus and Welbourne, 2003). According to Weick, Sutcliffe, & Obstfeld, mindfulness is suitable for reliability-seeking organizations because it "both increases the comprehension of the complexity and loosens tight coupling" (1999, p.105). Based on the extensive review of literature and ontology of organizational mindfulness, the context of this paper defines mindfulness as "the combination of ongoing scrutiny of existing expectations, continuous refinement and differentiation of expectations based on a new experience, willingness, and capability to invent new expectations that make sense of unprecedented events, a more nuanced appreciation of context and ways to deal with it, and identification of new dimensions of context that improve foresight and current functioning" (Weick & Sutcliffe, 2001, p. 42).

The challenge for SMEs particularly in Saudi Arabia to know how to respond to unexpected crises and make the organization more mindful and resilient by managing the unexpected through engaging mindfulness in the strategic decision process. Thus, the strategic decision process will differ according to organizational mindfulness level.

In the same zeal, Weick and Sutcliffe (2001) gave five core principles that characterize organizational mindfulness in which a problem should be anticipated and contained after it

happened. The first principle, *small failures* which aims to monitor minor failures without ignoring any because they could lead to serious repercussions. Such errors mostly happened in the most critical areas, routine tasks, and tasks that require human intervention. *Reluctant to accept simplification* is crucial for clarity and understanding to the extent of not causing confusion or blurred vision. *Sensitive to operations* means remaining aware and focused on the current task and making adjustments as the task happens. Use both quantitative and qualitative or experience knowledge equally. *Commitment to resilience* is the ability to develop the situation and correct mistakes quickly and accurately before the situation gets worse and more serious harm occurred. Finally, *Deference to expertise* means tasks or problem-solving should be assigned to an individual based on their expertise, not status (Weick and Sutcliffe, 2001).

Developing capacities for mindfulness prepare organizations to manage the unexpected (Weick and Sutcliffe, 2001). Also, McDaniel, Jordan, and Fleeman (2003) argue organizations that are attributed with mindful capacities can control sudden issues and induce learning and creativity. Mindfulness has been widely adopted in the corporate sector (Stahl & Goldstein, 2010). For example, Aetna initiated the mindfulness program, titled, 'Mindfulness at Work' with the purpose to minimize employees' anxiety, improve decision-making ability, and enhance market performance. In 2007, Google initiated 'Search Inside Yourself' a mindfulness program, with a belief that it would help the employees in learning emotional intelligence and improving their mental attention to the task at hand (Hunter, 2013). In 2012, a giant technology developer, Intel, also initiated the mindfulness program. The results revealed the effectiveness of mindfulness as the management experienced improvement in employees' mental clarity, attentiveness, workplace engagement, and performance (Schaufenbuel, 2014). In 2016, UAE's ministry made a contract with Oxford University to infuse mindfulness in the government offices and agencies. The program was intended to enable employees to deal with day-to-day challenges and reduce stress. It was also intended to infuse positivity into employees' behavior (Gulf, 2016), which could improve their performance.

A mindful organization tends to perform better than its competitors when it is well aware of the opportunities and threats related to the micro and macro environments and possesses complete information about the present situation (Weick & Putnam, 2006). An organization tends to be mindful when it decides based on experience instead of getting influenced by the top management, past issues, and future expectations (Weick & Sutcliffe, 2006). Ray, Baker, and Plowman (2011) mentioned that mindfulness plays an important role in improving organizational performance. They further emphasized that it is a strategic and sustainable attribute of an organization. According to Weick and Sutcliffe (2006), it enables the top management to make every decision



by focusing on the emerging threats to all or specific operations of the business and strengthening their capacities to deal with the risks.

Raglan and Schulkin (2014) stated that, inherently, the decision-making process is cognitive and is strongly affected by some factors such as past performance, family problems, surroundings, the behavior of others, etc. They further emphasized that the decisions, influenced by biased attitudes or perceptions, do not bring the expected results. Bruine, Parker, and Fischhoff (2007) explained that the pressure and stress of making the right decisions, which can meet the top management's expectations and goals, attenuates its quality. Stress considers a part and parcel of the job. The employees get stressed due to workload, lack of supervisors' support, insufficient pay, unclear job description, etc. The stress negatively impacts the employees' performance and commitment to the organization. It encouraged dissatisfaction and persuades employees to leave the job. These situations disrupt organizational performance (Schaufeli & Enzmann, 1998). Flaxman and Bond (2006) estimated in their study that the stress at the workplace wastes the majority of working days, which directly impacts organizational performance. Stressed employees can neither make effective decisions nor generate the desired productivity (Maslach, Schaufeli, & Leiter, 2001). Specca, Carlson, Goodey, and Angen (2000) reported mindfulness as an effective strategy to reduce stress. Hulsheger, Alberts, Feinholdt, and Lang (2012) presented the mindfulness programs conducted by different companies, to incorporate this technique in their day-to-day operations and decision-making procedures, for bringing improvement in their performance. These programs include mindful emailing, mindful leadership, and mindful interactions.

Moreover, strategic decisions play a vital role in determining the overall direction of the firm (Quinn, 1980). It was defined by Mintzberg, Raisinghani, and Theoret (1976) as those that are "important, in terms of the action taken, the resources committed, or the precedents set" (p. 246). Such definition endeavors to set criteria to distinguish between what is considered to be a strategic decision and what consider a routine one. Researchers are interested in stages taken by organizations to arrive at a decision. Dean and Sharfman (1996) assured that the decision process influences manager's strategic choice and the firm's outcome consequently. Other researchers also found that outcomes are affected by how the

decisions were made (Eisenhardt & Bourgeois, 1988; Fredrickson & Iaquinto, 1989). Accordingly, realizing factors affecting the strategic decision process can assist in developing firm performance (Baker, 2007).

Since the strategic decision depends on the level of organizational mindfulness, the strategic decision should follow a process. Several popular models have explained the decisions process, especially the strategic decisions process. Some of these models are Hofer and Schendel (1978), Mintzberg et al. (1976), Mazzolini (1981), Bazerman (1990), and Russo and Schoemaker (1990). Although they were named under different labels, they shared common dimensions. They focus on identifying the situation, generating alternative solutions, then evaluating and selecting (Baker, 2007).

Russo and Schoemaker (2002) have combined extensive research with real experience to provide a conceptual framework that shows how great decisions are made in four stages. *Framing* as a first includes defining the problem, simplifying it, organizing information, examining various decisions, and evaluating them. Then *gathering intelligence* stage which involves assessing the unknown by gathering information about different issues and their consequences. *Coming to the conclusions* stage where both facts and values will be integrated before selecting a course of action. The last stage is *learning from experience*. It determines the organizational ability to perform an accumulated knowledge and skill collection from experience to enhance the success rate (Russo and Schoemaker, 2002).

Based on the above discussion, this paper intended to find out the role of organizational mindfulness in the strategic decision process in small and medium Saudi firm performance. The individual or decision-maker may need to apply the five principles characterizes by mindfulness in the strategic decision process to maintain or enhance organizational performance.

Conceptual Framework

To draw the existing knowledge and relevant concepts or constructs into sharper focus, a conceptual framework or the implementation of mindfulness in the strategic decision process model is illustrated in figure 1. This framework is intended to aid in the elaboration of the role of mindfulness in the strategic decision process to enhance or maintain organizational performance.

Figure 1

The Conceptual Framework for the Role of Mindfulness in the Strategic Decision Process in the Small and Medium Firms





One of the desired outcomes of this paper is the development of a means for predicting, at an acceptable level of confidence, the likelihood of successful implementation of mindfulness in the decision-making process particularly in Saudi Arabian SMEs.

The contextual framework is based upon a review of psychological and strategic management literature and qualitative and/or quantifiable judgment(s) made by the study participants about the implementation of mindfulness in the strategic decision process model. Implementation of mindfulness in the strategic decision process model should result in higher organizational performance (Baker, 2007).

To furnish the conceptual framework, the literature about mindfulness in the strategic management process model is reviewed in the foregoing discussion. It is observed from the critical evaluation of macro, middle range, and micro-level theories that organizational mindfulness can affect the quality of the strategic decision, and organizational mindfulness can affect its performance directly and through the strategic decision process as a mediating variable. The relationship between these factors is the subject of investigation.

Relationship between organizational mindfulness and the strategic decision process

As discussed earlier decisions differ according to the situation. Some situations are regular and happened on a routine basis in that they require routine or conventional decisions, whereas new and unexpected ones need to be approached differently. Being extensively relying on experience and learned skills could potentially limit the organization from recognizing novel events (Baker 2007). Also, it could reduce scanning of the current environment for new opportunities and threats (Baum&Ingram,1998), which can result in performance decline. Fiol and O'Conner (2003) argue that mindfulness influences organizational decision-makers since it alters scanning, interpretation, and decision-making processes, however, none of these relations were tested empirically.

The paper suggests that Saudi small and medium firms can achieve high-quality strategic decisions by applying the five core principles of mindfulness. These five principles characterize mindfulness concern about small failures, reluctance to simplify information, sensitivity to operations, commitment to resilience, and deference to expertise (Weick and Sutcliffe, 2001). The decision-makers in organizations should have full knowledge about the significance of mindfulness in decision quality. Understanding their roles and contributions, and involving them in the decision process will lead to gaining high-quality strategic decisions in unexpected events. Thus, organizational mindfulness as an independent variable might positively affect the strategic decision process, the dependent variable, to maintain or enhance performance in Saudi small and medium firms.

Based on this discussion, the following testable hypothesis is formed:

H1: *Organizational mindfulness is positively related to the strategic decision process in small and medium Saudi firms.*

Relationship between organizational mindfulness and its performance

There is a theoretical link that mindfulness in organizational processes and behaviors can influence performance (Baker, 2007). However, an organization could lose its ability to adapt or respond to unexpected events if it is engrained in experience (Gersick & Hackman, 1990), which can lead performance to drop (Baker, 2007). Mindfulness has been perceived in organizational literature as the foundation of success for high-reliability organizations (Weick et al., 1999). As discussed earlier HROs are those who operate in a dynamic sensitive environment where a small failure could lead to death (Weick & Sutcliffe, 2001). Thus, organizations that have developed mindfulness capacities are well equipped to manage the unexpected (Weick & Sutcliffe, 2001). Also, they can “leverage surprise to entice learning and creativity” (McDaniel et al., 2003, p. 274).

Additionally, Baker (2007) believed that organizational mindfulness contributes to organizational performance since it enables resources configuration, enhances the entire capabilities (Sutcliffe & Vogus, 2003), and increases novel approaches to problems (Langer, 1989), and boosts innovation (Vogus & Welbourne, 2003).

Saudi small and medium firms may consider the benefit of organizational mindfulness as an independent variable to achieve their objective and maintain or enhance their performance, as a dependent variable.

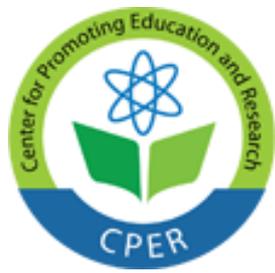
Based on this discussion, the following testable hypothesis is formed:

H2: *Organizational mindfulness is positively related to small and medium firm performance in Saudi Arabia.*

Relationship between strategic decision process and organizational performance

According to Quinn (1980), strategic decisions are considered by the firm as a power shaping the overall direction of the firm. Strategic decisions are distinguished from routine ones in which the latter can be made with certainty regards the causality relationship through the supervisor of rules and policy (Baker, 2007). Much research on the strategic decision process shows how strategic decisions are made in organizations (Rajagopalan, Rasheed, & Datta, 1993). Dean and Sharfman's (1996) study of decisions found that decision outcome is more likely to achieve organizational objectives if it made based on rational procedure. The rational procedure was defined by them as to what extent the decision process was based on collecting relevant information and analyzing them before making the choice.

It is suggested that Saudi small and medium firms can apply Russo and Schoemaker's (2002) strategic decision process to achieve their objective. Russo and Schoemaker's (2002) model of the strategic decision process involves four



stages which are framing the problem, gathering intelligence, coming to conclusion, and learning from experience.

Therefore, the strategic decision process as an independent variable might positively affect the organizational performance, the dependent variable, in Saudi small and medium firms.

Based on this discussion the formulated testable hypothesis is:

H3: *The strategic decision process is positively related to small and medium firm performance in Saudi Arabia.*

Direction for Future Research

The author develops and presents the aforementioned propositions for future research to examine the role of mindfulness in the strategic decision process on firm performance. The author surmises these theoretical statements are based on the theoretical framework key constructs in form of cause-and-effect relationships between them. Therefore, the author calls for future research to empirically examine the causality among the key constructs to find out the ways to induce organizational performance by making better decisions through applying mindfulness in the context of SMEs, particularly in Saudi Arabia.

In collecting the data, the author suggests future research before distributing the questionnaire, to contact a selected number of SMEs to establish some confidence in whether they are willing to participate in this study or not. Since the small business is defined by SAGIA (2007) as having less than 59 employees, and medium-size have less than 100 employees. The small and medium firms in the Saudi market consist of 90 percent of the total organizations distributed among the various industries in all Saudi regions (SAGIA, 2007), which contributes around 22 percent of the GDP and responsible for 51 percent of the jobs in the private sector (Abdul Ghafour, 2013). A sample of 500 firms seems reasonable to be selected, divided between small and medium-sized organizations. Then the research could use a personal delivery method of data collection. The researcher could contact each selected organization and establish the identity of a key contact that will be the primary source of contact with that organization. The researcher should explain to this contact the purpose of the study, the length of the questionnaire, the method of its completion, and the procedure for distributing the questionnaire to those employees who are involved in the decision-making process under the domain of strategic plan and assure of the confidentiality of the results. The researcher will ask the contact to coordinate the distribution and return them if the questionnaires are completed.

The author suggested the primary data be collected from Saudi SMEs which have implemented mindfulness in their decision-making process. The target population of the proposed is the CEO, owners, and individuals involves in the process of strategic decisions.

In analyzing the data, the future researcher could employ factor analysis to validate the effectiveness of data

reduction of multiple measures of the same construct to form only the proposed variables in the theoretical model. Then, a reliability analysis is recommended to be performed for each variable factor to measure its internal consistency to assess the designed framework. A structural equation modeling (SEM) IS recommended to reveal the association between the role of mindfulness in the decision-making process on organizational performance.

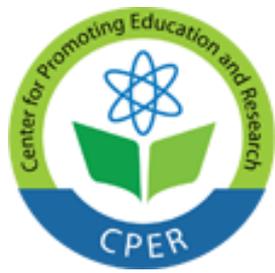
The theoretical foundation and the proposed research agenda provided a new direction. The author suggests empirical studies examine how mindfulness induces organizational performance through strategic decision processes in the context of the SME, particularly in Saudi Arabia. Also, other studies can be made to investigate the effect of collective mindfulness on performance (Kolev, Pina, & Todeschini, 2015).

Conclusion

The need for the small and medium firms particularly in Saudi Arabia is to maintain and enhance performance in dynamic tournaments environment by being competitive. Small and medium firms are considered high-reliability enterprises in which a small failure could drive the firm out of business in serious sensitive situations (Vogus and Welbourne, 2003). Under this pressure, managers and employees are required to perform several tasks in a short time which negatively impacts their performance. According to Jannadi (1997), several Saudi construction companies, who were established before 1983, went to death due to the poor decisions making of managers and the inadequate employee and worker performance that had caused frequent failures. Such conditions should be approached with mindfulness and attention to the current situation (Hafenbrack, 2017). Decisions made under pressure are more likely to involve failures (Good et al., 2016).

The review of the literature shows many scholars studied mindfulness in other disciplines mostly psychology and health. However, research on mindfulness in management remains limited (Dane, 2011). Few kinds of research investigate the role of mindfulness in task performance, employees' attention, and application of mindfulness programs in organizations but several constructs are remaining without exploration especially empirically. In that, understanding the relationship between tasks with different success probabilities, decision making, psychological pressure, and performance in dynamic tournaments remains an exciting field for empirical and experimental work.

This paper provides a summary of the mindfulness literature available on psychology, business, and strategic management. It helps demystify the role of organizational mindfulness in the strategic decision process and how it can impact organizational performance. The author anticipates that future researchers will contribute to those small and medium firms attempting to survive and flourish in a tough dynamic milieu.



Limitations

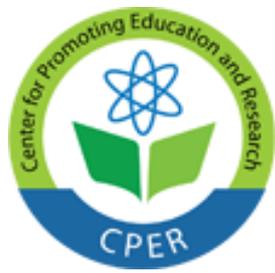
This paper mainly focused on providing the theoretical foundation to employ mindfulness in the strategic decision process to help the organization enhance and maintain its performance. However, the absence of intellectual analysis to clarify the meaning limits the paper's significance. To avoid this, the author proposes a research agenda and propositions for future research as a solution to this limitation.

This paper heavily suggests the investigation of Saudi Arabian small and medium firms which consider a huge number constitute 90 percent of the total companies in Saudi.

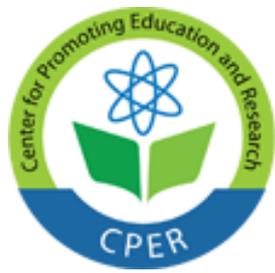
Since the targeted population involves managers and individuals' who involve in the process of the strategic decision process, the large sample size will consume time and effort in spreading and collecting questionnaires from different Saudi areas. Furthermore, the study could be biased because it focused on managers and people in charge of the strategic decision process who could be sensitive in evaluating their work. Although, the confidentiality of the results was assured. Lastly, cased-based research requires a higher cost and a long period.

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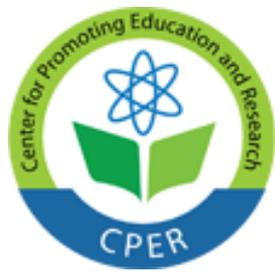
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