

Review of PhD dissertation

„The benefits of the regular practice of mindfulness techniques on innovative work behaviour/Wpływ regularnych praktyk technik uważności na innowacyjne zachowania w pracy”

Imię i nazwisko kandydatki: mgr Anna Thompson

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Introduction

For the field of management sciences, which constantly searches for human-centered strategies for improving organizational performance, Anna Thompson's doctoral dissertation, "The Benefits of the Regular Practice of Mindfulness Techniques on Innovative Work Behavior," offers an especially timely and fresh viewpoint. An academic study investigating a new relationship between organizational innovation and mindfulness practices. This is an exhaustive review examines several elements, including originality, goal clarity, theoretical underpinnings, methodological rigor, quality of analysis, result interpretation, contribution to knowledge, structure and coherence, language and style, interdisciplinary significance, formal compliance, and the candidate's academic maturity, so helping to ascertain the value of the dissertation. The dissertation does very well in every one of these spheres. Not only meets but often exceeds the requirements for a doctoral thesis, this is an in-depth, cogent, perceptive study. It is advised that the PhD degree be awarded under this basis and done so with distinction.

Research Topic Relevance and Originality

The dissertation addresses a current and unique research question: how consistent mindfulness training can influence and improve creative work practices in business environments? In the fast changing environment of today, innovation is a fundamental strategic ability for companies; hence, employees' innovative work behavior—that is, their capacity to create, propagate, and apply fresh ideas—is indispensable to keep competitiveness. Concurrent with this, mindfulness techniques—especially conscious meditation—have gained popularity as means of enhancing performance and personal well-being. Thompson's work is revolutionary since it crosses these fields and looks at whether mindfulness training might be a lever to boost workers' creative activities. Little to no scholarly study prior to this one directly linked consistent mindfulness practice with the multifarious construct of innovative work behavior (IWB). Finding and closing this void in the literature shows the great intellectual originality of

the candidate. The dissertation's emphasis points a fresh path of research at the nexus of organizational psychology, innovation management, and mindfulness studies. The author shows how mindfulness-induced personal improvements—such as enhanced focus, creativity, or stress reduction—may find expression in improved idea generating, idea promotion, and idea execution at work. This unusual combination of ideas pushes the envelope of both mindfulness and innovation research into hitherto unexplored multidisciplinary area. The relevance of the study is rather well expressed. The dissertation presents a strong case that, should mindfulness practices indeed inspire more creativity among workers, both theoretical and practical consequences would be rather important. It would suggest a reasonably priced, human-centered strategy for companies to enhance employee well-being and satisfaction in addition to helping their staff to acquire innovation-related skills. Therefore, the issue is important for advancing scientific knowledge as well as for meeting a practical organizational demand. This twin relevance emphasizes the significance of the work and offers strong evidence for starting the research. All things considered, the selected research topic is quite original in scholarly terms and significantly pertinent to modern management practice and study.

Goals and Research Questions

From the start, Mgr Thompson's dissertation clearly states its aims and objectives. In the first chapter the author clearly outlines the research problem and develops particular hypotheses and questions. The main goal of this targeted research is to investigate how consistent mindfulness (mindful meditation) practice influences employees' well-being and their innovative work behavior including all important components of IWB (idea generating, idea promotion, and idea implementation). This goal is based on a noted gap in the literature: although many studies have looked at how mindfulness affects general well-being and job performance, no previous study had especially looked at its long-term effects on creative work behavior. The dissertation strengthens its case for the research by highlighting this disparity. The author breaks out the overall goal into three primary research questions, each matched with particular hypotheses:

Does regular mindfulness help one to improve their personal wellbeing? Long-term meditators, for example, were expected to keep their already high degrees of well-being (with no appreciable change during the study), while those new to meditation—who started their practice at the beginning of the study—would show appreciable changes in well-being over time.

Does consistent mindfulness practice influence creative work behavior favorably? Long-term meditators were expected to keep showing high innovative performance (again with no major change over time), while those who started meditating during the study would progressively show notable increases in their innovative work behavior.

Does mindfulness practice help the three sub-dimensions of IWB—idea generation, idea promotion, and idea implementation—each individually? The author also reasoned that changes brought about by meditation would show up in every different facet of IWB. Professionals in roles that naturally demand innovation—in this case, enterprise process

architects—were expected, in this study, to have higher initial IWB levels and benefit more from mindfulness practice than others.

These study questions and the hypotheses connected to them are presented in a quite transparent and methodical approach. The dissertation even contains a summary table connecting every question to its related hypothesis, suggesting that the study was organized with great intellectual rigidity. From the introduction on, every chapter and section of the thesis corresponds with addressing these fundamental questions, so preserving a clear line of direction. Such structure and concentration reveal how well the candidate knows how to design and execute a coherent research project.

Review of Literature

Strong and thorough theoretical framework forms the basis of the dissertation. Particularly at the individual and organizational levels, Thompson shows amazing command of two main areas of literature: mindfulness psychology and innovation management. The literature review is particularly arranged into several chapters that methodically support the argument: one chapter defines the value of innovation and delineates the concept of innovative work behavior (with its sub-dimensions) at the individual level, and a following chapter explores mindfulness and its known effects, culminating in an integrative section whereby mindfulness benefits are explicitly mapped onto innovation-related competencies. This method guarantees that every significant point of view is thoroughly investigated and that the reader may clearly observe how the literature supports the research hypotheses. First addressing the definition and relevance of innovation in modern companies, the dissertation then introduces creative work behavior and its component elements at the individual level in surveying past performance. The author uses both current research and classic writings to explain these processes and the personal competencies that support them—creativity, proactivity, problem-solving ability, etc.). This offers a complete grasp of the dependent variable—innovative work behavior—in all its complexity of the research. The dissertation then looks at the theory that mindfulness, especially mindfulness meditation, can help with personal and professional growth. Thompson gathers a lot of data showing the advantages of mindfulness and meditation for each person and offers lucid definitions of both. Many empirical studies listed here document advantages of mindfulness ranging from increased focus, creativity, and job performance to lower stress and better emotional control. By stressing these results, the author emphasizes how mindfulness training can enhance psychological and cognitive capacity in ways that might be relevant at the workplace. Thompson then importantly combines these two domains. She charts known advantages of mindfulness onto the skills and traits needed for creative work behavior in a noteworthy section of the literature review. Improved emotional resilience, for instance, can help one's effort during idea implementation to be sustained; more empathy and openness can help to promote ideas to others; and more attention and presence of mind can help to generate original ideas. Laying a strong conceptual basis for the empirical research, this integrated conceptual framework unequivocally shows why and how the author expects mindfulness to affect creative behavior. The literary review is, all things considered, exhaustive and orderly. The candidate sources from a broad spectrum, including foundational theoretical references as well as current empirical data (into the early 2020s). Key ideas are well defined and the story moves logically from a general background to the specific research

gap. Consequently, the theoretical basis is rather strong: it not only indicates that the author is knowledgeable in pertinent domains but also directly supports the design and hypotheses of the research. The multidisciplinary character of the literature, which spans management, psychology, and even cognitive science, guarantees the candidate's great scholarship and guarantees that the research is suitably positioned inside a large academic context.

Research Design and Methodology

Thompson's dissertation shows a careful research approach carried out with great methodological rigidity. The empirical component is set up as a longitudinal field study, which fits very nicely for examining how results vary over time with "regular practice." With admirable clarity and transparency, the chapter on the methodology details the research framework and techniques. Using a multi-cohort, quasi-experimental design, the study runs six months split into two three-month phases. Participants fell into several groups: Long-term meditators were those who had been routinely practicing mindfulness meditation before the study began. Those without prior meditation experience who chose to start mindfulness meditation at the beginning of the study make up the intervention group, new meditators. Participants who chose not to meditate following the first phase will be a comparison group in the second phase. Professional role groups: participants were also classified by job role; notably, enterprise process architects (whose roles naturally involve promoting innovation in business processes) were different from other professionals.

This design let the author investigate several elements: variations between people who meditate and those who do not, changes that happen inside the same people over time (before and after starting meditation), and the influence of an individual's professional role on the outcomes. Over the first three months, every participant was advised to practice mindfulness. After this, a second phase natural experiment developed whereby some participants decided to keep on with the practice while a subset decided to stop. Beyond a basic pre-post design, one of the strengths of the methodology is its rigorous group and phase structuring, which includes subgroup analyses and control comparisons. With 54 experts from a global company, the study had enough sample size for this kind of in-depth research. Thirty-eight of these participants were enterprise architects and sixteen held other professional roles to guarantee that the key subgroup of interest—enterprise architects—was sufficiently represented and to allow comparison with others. Participants were drawn from many nations around Europe, Asia, and North America, so the sample was heterogeneous in terms of age (ranging from the mid-20s to the mid-60s), gender (roughly 60% male, 40% female), and geography. This variety shows that the candidate sought to make the research generally applicable rather than narrowly context-specific, so increasing the external validity of the results. Two main constructs—personal well-being and creative work behavior—were assessed at several times using appropriate instruments. Crucially, several data sources were utilized to evaluate creative work behavior, so guaranteeing strong results. Each participant self-assessed their own creative behavior; peer evaluations were compiled for each from superiors or colleagues. It was a great methodological decision to combine independent observer reports with self-reports, so improving the validity of the results. While creative work behavior was measured with known items covering idea generation, idea promotion, and idea implementation, the well-being construct was evaluated using scales capturing emotional, intellectual, and

occupational wellness. The dissertation offers thorough explanations of these instruments, so highlighting the author's careful use of validated scales and precisely defined each metric. Surveys were sent at several intervals—at least at baseline and at the end of every phase—data collecting and analysis. Effective follow-up helped to attain a high response rate—a necessary condition for longitudinal study. Using suitable statistical techniques, the data were examined. Repeated-measures analysis of variance (ANOVA) tested variations in outcomes across time between the meditating and non-meditating groups as well as between architects and non-architects. Examined were interaction effects—that is, time times meditation status—to see whether group variations affected changes over time. Where notable or interesting effects emerged, the author investigated the nature of those variations by running further post-hoc tests. Correlation studies were also conducted (for instance, to look at links between changes in well-being and changes in innovative behavior or between the degree of meditation practice and the degree of improvement). Thompson's data analysis is sophisticated and exacting. She notes statistical significance only when it is reached and addresses marginal trends with suitable caution, so giving appropriate context. The results are presented together with all relevant statistics (p-values, effect sizes, etc.), and many tables and figures help to clearly show them. The methodological approach is sound generally and carried out precisely. The candidate could draw well-founded conclusions since the great alignment between the research design and the analytical techniques guaranteed that the research questions were convincingly addressed. Thompson's capacity to plan and execute such a demanding research project speaks rather highly of her diligence and research skills.

Empirical Results Analysis

The empirical findings of the study are presented precisely and taken under careful consideration. Thompson clarifies the relevance of her results in the framework of current knowledge since they offer favorable responses to the study questions. Key Results: By proving positive effects of consistent mindfulness meditation practice on subjects, the study generally validated most of the hypotheses:

Well-being: Those who started a mindfulness practice during the research showed notable increase in general personal well-being. Over the six-month period, these new meditators claimed better degrees of intellectual engagement, emotional balance, and job satisfaction. Long-term meditators kept their already high degrees of well-being (with no appreciable change, as expected), while those who stopped meditating saw no such improvements. This result conforms with earlier psychological studies showing that mindfulness practice can improve personal wellness.

Likewise, those who meditated showed significant enhancements in their creative work behavior. From the start to the finish of the study, the new meditators grew more likely to suggest fresh ideas, more successful in getting support for those ideas, and more skillful in putting those ideas into use in actual settings. This was clear in peer assessments as well as self-evaluations. While non-meditators showed no appreciable increases, long-term meditators constantly displayed high degrees of creativity—again in line with expectations. This offers the first hard data showing how mindfulness training might improve workers' creative output at their jobs.

Role Differences: The data confirmed the hypothesis that people in roles naturally oriented on innovation would especially gain from the impact of mindfulness on creativity. Not only did the enterprise architects, who design and enhance business processes, start with better baseline IWB scores than their non-architect counterparts, but they also showed more improvement from meditation. Stated differently, architects who meditated showed more creative activity than those who did not meditate. This suggests that people have more chances and latent ability to translate mindfulness-induced benefits into tangible innovative outputs when a job role actively requires creativity and change.

Particularly, the changes noted among new meditators covered all three evaluated dimensions of innovative work behavior: idea generation, idea promotion, and idea implementation. The dissertation notes especially strong increases in the dimension of idea generation, suggesting that meditators developed greatly more skill in generating original, pragmatic ideas. Improvements in idea promotion—probably driven by mindfulness-related increases in confidence, empathy, and communication skills—all of which help persuade others—as well as in idea implementation, perhaps as a result of improved resilience, patience, and focus gained by meditation. The author identifies which particular sub-skills—for example, creative thinking and future-oriented thinking—saw most improvement under idea generating. One unique strength of the work is this facet-level study, which provides thorough understanding of how and where mindfulness shapes the creative process.

Thompson offers a perceptive and theoretically grounded reading of these findings. She connects the results to earlier studies, for instance verifying that mindfulness improves well-being and some positive work attitudes, and then emphasizes the fresh contribution of her study by relating mindfulness to particular creative activities. She provides reasonable theories for the reported advantages of meditation: lower stress and improved emotional health could free up cognitive resources and promote a mindset more fit for creativity, which would help to explain the rise in idea generation. Likewise, consistent mindfulness practice enhances social awareness and self-regulation, which could enable individuals to negotiate the social complexity of application and promote their ideas. Emphasizing the need of continuous practice over one-off sessions, the study reveals that regular meditation over a period of months is linked to cumulative benefits. The author keeps a critical and objective viewpoint all through the result analysis. She points out the limits of her research, for example, noting where some expected variations did not reach statistical significance or where a few unanticipated trends emerged – none of which would have sufficiently challenged the major findings. She also gives other explanations some thought. Could it be that those who choose to meditate were simply more open-minded or driven? Thompson uses her controlled design—since everyone was first encouraged to meditate, self-selection was limited—and the convergence of self-reports with peer reports—which strengthens confidence that the observed effects are indeed due to the mindfulness intervention—to answer such questions. All things considered, the results offer strong proof to support the central thesis of the dissertation—that regular mindfulness practice might increase workplace creativity. The validity and relevance of the findings are enhanced even more by the careful link of the empirical data to the theoretical framework and more general literature debates.

Theoretical Contributions and Useful Connotations

Apart from addressing its particular research questions, this dissertation offers several significant contributions to academic knowledge and practice. Thompson writes in her penultimate chapter specifically on the value of her work. From a theoretical standpoint, the study is groundbreaking since it provides empirical data of a link between mindfulness practice and creative work behavior – a link that previous studies had only hinted at. The dissertation effectively opens a new field of research by empirically proving this link, inspiring academics to investigate further how personal development and well-being interventions might inspire organizational innovation. By contending that rather than concentrating just on fixed personality traits or direct creativity training, improving individuals' mental and emotional states (through practices like meditation) can enhance their creative performance, so adding to innovative theory. Thus, the dissertation enhances the theoretical viewpoints of both positive psychology and innovation management by bridging them. Furthermore, by proving that mindfulness can affect the whole innovation process – from ideation to execution – Thompson offers a more complete picture of what supports innovation, so motivating academics to consider integrated approaches instead of looking at creative idea generation and implementation separately. Thompson also expands existing theory by fine-grained analysis of every aspect of innovative work behavior. Practically speaking, Thompson's studies provide organizational management a lot of important lessons. According to the results, businesses trying to encourage innovation could gain from funding staff mindfulness initiatives. Conventional methods of encouraging innovation sometimes center on recruiting creative talent, providing incentives, or organizing creative seminars. This dissertation suggests a more person-centered approach: improving employees' mental well-being and cognitive practices as a road to increase creative output. Companies could offer tools for mindfulness or set aside time specifically for meditation. The findings of the study indicate that such programs could produce a workforce that is not only healthier and less stressed (a desired outcome on its own) but also more creatively engaged and flexible – clearly advantageous in a competitive company environment. This is a striking discovery linking employee wellness campaigns with innovation strategy. It also implies that by means of mindfulness practice, individuals can improve their own creative capacities—a knowledge that managers and aspirational employees could find useful for personal growth. Thompson is cautious to define the extent of her findings. She acknowledges that generalizability may be affected by the fact the study was conducted in a single corporate environment with a specific group of participants. This awareness does not lessen the importance of the results; rather, it offers direction for next studies (e.g., to ascertain whether comparable results hold in other sectors, cultures, or with other types of mindfulness practice). The author's awareness of these constraints combined with her recommendations for more study emphasizes the scholarly rigor of the work and guarantees that her findings are suitably qualified. All things considered, the dissertation is remarkable for significantly advancing its field of study and creating a close relationship between theory and practice. Connecting and enhancing two disciplines increases the body of theoretical knowledge and offers particular, empirically based recommendations for organizational practice. The fact that few doctoral works significantly influence theory and practice in this way points to the caliber and relevance of Thompson's work. Thompson's dissertation lays a strong basis for next research and uses and ranks her among the leaders in organizational mindfulness and innovation. All things

considered, this work is remarkable in bridging disciplinary points of view and producing significant progress for practice and knowledge.

Language and PhD Organization

The dissertation is written properly and quite orderly. It maximizes logical flow and clarity in line with the conventional structure of a scientific thesis. The introduction succinctly summarizes the research goals and problem statement. The literature review chapters that follow progressively build the theoretical background; next comes the chapter on methodology; the results and analysis chapters; lastly, the discussion of implications and conclusions. With each chapter and section flowing naturally into the next, the whole work follows a consistent narrative thread. By the time the approach is introduced, the reader is familiar with the theoretical framework and the logical arrangement's enabling of the justification for the research design. Similarly, when results are presented, they directly match the already developed hypotheses, and the analysis links everything to the general background. A well-written dissertation is distinguished from others by such close integration of the elements. Thompson writes academically in a formal, polished, clear manner. The exact and clear language helps one to understand difficult concepts without oversimplification. Avoiding colloquial language, the tone stays objective and intellectual throughout. Most importantly, technical terms are explained when needed and acronyms—such as "IWB," for creative work behavior—are used correctly to guarantee readability for those who might not be experts in all the subfields addressed. Often supported by data, the argument is cogent and convincing. Furthermore outstanding are the presentation and organization of the dissertation. It follows general academic norms and the formatting guidelines of the university. Many well-organized citations show careful reading of past work and a strict attitude to plagiarism avoidance. The thorough, orderly compiled bibliography supports the thorough literature research carried out. Every table and statistic is presented orderly with clear labels and is cited in the text at relevant places. These graphic tools, which range from conceptual diagrams to statistical tables to graphs of results, greatly improve understanding of the results and support the written material. Adding depth without sacrificing the main narrative flow are supplementary materials—such as well-organized appendices with extra data or case details. The thesis satisfies the suggested length and formatting guidelines and consists of all necessary elements (abstract, keywords, dual-language title, etc.). The document seems to have been painstakingly produced overall, proving the author's professionalism and respect of academic standards. The great impact of the work is much enhanced by the superb organization and presentation, which let the quality of the research to blossom free from interference. All taken together, the work shows the author's intellectual maturity and integrity in multiple respects:

Author approaches the subject analytically as well as descriptively in critical and reflective terms. Her formulation of original research questions resulted from her critical evaluation of the body of current literature in search of gaps and challenging presumptions. After the research, she also considered her own results with subtlety, addressing the reasons some hypotheses were only partially supported and acknowledging the consequences of the data. Such reflexivity and openness to several explanations point to developed critical thinking abilities.

It took great initiative and independence to effectively complete a sophisticated six-month longitudinal study including several participant groups (from all around the world). Thompson handled logistics, kept participants interested, and solved practical issues over the project—all of which she excelled. The scope and ambition of the project show the great ability of the candidate for independent research, surpassing minimum effort.

The candidate has perfected the methodological tools of her field, as shown by the advanced research design and the suitable, comprehensive application of statistical analyses. She not only chooses appropriate methods but also creatively changed the design (e.g., using a two-phase approach) to get deeper understanding. Her thorough documentation of the technique and justification of every choice shows a great awareness of research ethics.

Thompson's work and logic show a degree of coherence and clarity appropriate for a seasoned researcher. She writes in an interesting but polished academic style, methodically presents her arguments, and backs them with data. At the PhD level, this is a significant success since the dissertation reads as a well-written scholarly work.

Over the course of employment, the candidate maintains the best of standards in academic ethics. Every source is rightly credited, and the volume of material cited shows both respect for past work and thoroughness. Thompson's honest and fair tone, free of any exaggeration of results or neglect of contradicting data, strengthens the credibility of the research. The ethical issues of the study, which included guaranteeing data confidentiality and getting informed permission from participants, were addressed in line with accepted research methods, so highlighting the professionalism and responsible behavior of the candidate as a researcher.

Critical Remarks to the Dissertation

Assumption of Positive Outcomes: The dissertation's title and research questions are framed around demonstrating the benefits of mindfulness, implying an expected positive effect from the outset. Indeed, the central questions ask whether regular mindfulness practice has a "positive impact" on well-being and innovative behavior. While this gives the work a clear direction, it also reflects a confirmatory bias in the problem formulation. The inquiry might have been conceptually stronger if posed in more neutral terms (examining the effects of mindfulness, whether positive or negative). As it stands, alternative possibilities (for example, no effect or context-dependent negative effects of mindfulness on work behavior) receive little attention in the problem framing. This one-sided initial stance does not undermine the study's integrity – the author does test her hypotheses rigorously – but it narrows the perceived scope of the investigation from the beginning. A more open problem formulation could have invited a broader exploration of conditions under which mindfulness might or might not enhance innovative work behavior. The author identifies a genuine gap at the intersection of two domains – mindfulness practice and innovative work behavior – and formulates a complex problem bridging individual psychology and organizational innovation. This interdisciplinary scope is ambitious and laudable, but it also presents challenges. By spanning multiple concepts (employee well-being, personal innovation capability, and mindfulness interventions), the problem formulation at times risks diffuseness. For instance, innovative work behavior is defined at the individual level, yet it inherently links to wider organizational factors (culture, teamwork, leadership support) that lie outside the dissertation's scope. The decision to focus on individual-level innovation and personal well-

being provides a manageable research scope, but it means the problem is framed in somewhat isolated terms, abstracted from the organizational context. Readers must recognize that the dissertation addresses one piece of a larger puzzle – individual innovative performance – while not directly examining those external enablers or barriers that also influence innovation outcomes. Additionally, the inclusion of two distinct outcome domains (well-being and innovative behavior) makes the research problem multifaceted. While this reflects the author’s holistic view of mindfulness benefits, it also requires the formulation of multiple objectives and hypotheses, increasing the complexity of the study’s focus. Overall, the problem is clearly stated, but a more narrowly focused formulation (for example, concentrating primarily on innovative behavior and treating well-being as a mediating factor) might have enhanced clarity. In summary, the chosen problem scope is worthwhile yet broad, necessitating careful delineation of what is and isn’t addressed – a delineation the author provides, albeit with the above complexity in mind.

Generalizability of the Sample: The empirical foundation of the dissertation is a six-month field study involving 54 professionals within a single large multinational corporation. While the participant group is admirably diverse in age, gender, and geography, it remains concentrated in one organizational context and primarily in one type of role. Notably, 38 out of 54 participants were enterprise process architects, a job family explicitly tied to innovation tasks. This intentional sampling ensured the study captured innovation-centric roles, but it also means the evidence is weighted toward individuals already working in creative or change-oriented positions. As a result, the generalizability of the findings is limited. The positive effects of mindfulness on innovative work behavior, as demonstrated, may not translate as strongly in other professions or industries – for example, in roles where creativity is not an expected part of the job or in organizations with different cultures. The single-company setting likewise raises cautious interpretation; organizational climate or policies (specific to the company studied) could have influenced both the willingness to practice mindfulness and the opportunities to innovate. In short, the sample and context, while appropriate for an in-depth study, constrain the breadth of application. The dissertation acknowledges this, noting that further research could test these relationships in varied settings – a prudent caveat given the context-specific nature of the sample.

Quasi-Experimental Design and Self-Selection: Given practical and ethical constraints in organizational research, the study was designed as a quasi-experiment rather than a fully randomized trial. All participants began in an initial phase where they were invited to practice mindfulness, and only later were groups differentiated based on who continued meditation and who did not. This design has strengths in ecological validity but also notable limitations. There was no true random assignment to conditions – the “control” group emerged from those who voluntarily chose to stop meditating after three months. Such self-selection can introduce bias: those who persisted with mindfulness might differ systematically (in motivation, openness to new experiences, or stress levels) from those who discontinued. The dissertation does attempt to mitigate this concern by comparing groups that had a common start and by collecting peer reports to validate self-assessments. Nevertheless, the lack of a parallel no-intervention control group from the outset makes it difficult to completely rule out alternative explanations. For example, one might ask whether simply being involved in a novel program or the expectation of personal growth could have spurred some improvement in innovative behavior – effects not solely attributable to mindfulness per se. The natural experiment approach (continuers vs. discontinuers) is clever and largely convincing, but it inherently sacrifices some internal validity. A fully randomized control condition (where a subset never practiced mindfulness at all) was not employed, meaning the study cannot make absolute

claims that mindfulness caused the improvements – only that continued practice was associated with greater improvements than discontinued practice. This is a subtle but important distinction in methodological rigor.

The research employs well-established quantitative instruments to measure both personal well-being and innovative work behavior, collected at multiple time points. A commendable feature is the use of multiple raters for innovative behavior – participants self-rated their innovation-related activities and also had supervisors or colleagues provide evaluations. This multi-source data enhances reliability and helps counter the common method bias that can occur with self-reports. However, some limitations persist in measurement. Self-reported well-being and innovation, even when supplemented by peer review, can be subject to response biases. Participants knew the general purpose of the study (mindfulness and self-improvement); this awareness might consciously or unconsciously influence their reporting. For instance, individuals who invested effort in meditation might be inclined to perceive greater improvements in themselves (a form of effort justification), and peers who knew someone was meditating might also expect to see positive changes, coloring their evaluations. The dissertation does not indicate that peer evaluators were blind to the participants' meditation status, so we must assume some observers knew who was practicing mindfulness. This lack of blinding is typical in organizational studies but nonetheless a limitation – it opens the door to expectancy effects. Moreover, while the instruments for measuring innovative work behavior are drawn from literature and cover idea generation, promotion, and implementation, these rely on the raters' subjective judgment of what constitutes, say, a “high level” of creativity or implementation in the work context. The subjectivity is partly managed by using standardized survey items, yet nuances of workplace innovation (the quality of ideas, the actual impact of implemented ideas) are not fully captured by frequency or self-rated scales. In summary, the measurement strategy is sound but not immune to bias, and the interpretation of “improvement” in innovative behavior is based on perceptual indicators rather than objective innovation outcomes (e.g. number of new products, patents, etc., which were beyond this study's scope).

Intervention Fidelity and Duration: Another methodological consideration is how “regular mindfulness practice” was implemented and tracked. Participants in the intervention groups were encouraged to practice mindfulness meditation consistently (presumably several times per week), but the dissertation provides limited detail on how adherence was monitored. There is an implicit reliance on participants' self-discipline and honesty in following the regimen. Naturally, in a real-world field setting, one cannot control or verify meditation frequency with the rigor of a lab experiment. This means there is variation in the dose of the intervention that is not fully accounted for – some participants may have practiced far more than others. Such variance tends to attenuate observed effects (those who barely practiced would dilute the average improvements of the group), which could be one reason why some effects were only moderate in size. The author's decision to run the study for six months is a strength, as it allows examination of mindfulness practice over a meaningful duration; however, it still represents a relatively short timeframe in terms of organizational change. The research can demonstrate initial improvements due to mindfulness, but it cannot tell us if these improvements persist or compound beyond the half-year mark. No long-term follow-up was conducted, so the longevity of the mindfulness benefits remains an open question. This is not so much a flaw in the study as a boundary on its conclusions – a common limitation in PhD projects due to time constraints.

Analytical Scope: The dissertation's analysis is thorough in answering the predefined hypotheses – it uses repeated-measures ANOVA to test differences over time and between groups, and reports interaction effects and post-hoc tests where relevant. This covers the core questions adequately, but there were opportunities for deeper analysis that were left unexplored. For instance, given the dual focus on well-being and innovative behavior, a mediation analysis could have been illuminating: it would test if improvements in well-being (a probable consequence of mindfulness) statistically explain some of the gains in innovative work behavior. The work stops short of such mediation or path analysis, which means the mechanism of effect (the “how” and “through what” mindfulness improves innovation) remains inferred rather than directly proven. Additionally, the data could potentially support investigating other moderators or covariates – for example, did age or initial mindfulness aptitude influence who benefited most? These questions are somewhat outside the immediate scope, and their absence does not detract from the core findings, but they represent analytical nuances that a critical eye notices. Finally, the author notes in her discussion that not every expected difference reached statistical significance. For example, it's hinted that some sub-dimensions of innovative behavior improved more strongly than others, and certain comparisons yielded only marginal trends. A critical remark here is that the dissertation could engage more with these nuances: understanding why, say, “idea promotion” might improve less than “idea generation” (if that was the case) or why long-term meditators did not continue to improve (perhaps a ceiling effect) would add depth to the interpretation. In fairness, the author does acknowledge these points in limitations and suggests them for future research, which demonstrates self-awareness. The key methodological critique, therefore, is not of any error or oversight, but rather that the complexity of the subject leaves additional analytical questions unanswered – a reflection of the richness of the data and the inevitable scope boundaries of a single dissertation.

Comprehensiveness vs. Focus: The literature review in this dissertation is undeniably comprehensive – it spans classic and contemporary research in innovation management as well as mindfulness psychology, effectively creating a broad knowledge base. However, with such breadth comes the challenge of maintaining depth in every sub-topic. One observed limitation is that some segments of the literature are treated somewhat briefly due to the expansive coverage. For instance, the review opens with a discussion of innovation as a strategic capability and definitions of innovative work behavior, then later covers mindfulness and its effects on individuals. Each section is well-informed, yet a specialist reader might notice that certain niche debates or recent developments in those fields are only glossed over. In the innovation domain, areas like team-level innovation dynamics or the influence of organizational climate on individual innovation are not deeply explored – likely because they fall outside the dissertation's individual-level focus. Similarly, in the mindfulness domain, the review emphasizes positive outcomes of meditation (improved focus, creativity, stress reduction, etc.) and largely aligns with the consensus view in psychology. There is comparatively little discussion of any mixed or negative findings in mindfulness research. For example, some studies in the broader literature have noted that mindfulness can, in certain circumstances, reduce mind-wandering which is a source of creative insight, or that not all individuals respond equally well to meditation. The dissertation's literature review does not dwell on such counterpoints, a choice that keeps the narrative streamlined but somewhat one-sided. A more critically balanced review – acknowledging areas of controversy or studies with null results – would strengthen the academic rigor. In summary, the scope of the literature review is appropriate and supports the research well, but this breadth necessitated selective emphasis, which tilts the review toward supporting the proposed positive link and leaves some gaps in the critical appraisal of existing work.

Novel Integrative Framework – With Speculative Elements: A highlight of the literature review is the author’s effort to build an integrative theoretical framework mapping how mindfulness-induced personal changes could translate into improved innovative work behavior. This synthesis is innovative and required the author to draw connections between two domains that had not been directly connected in prior research. The very novelty of this framework, however, is also a limitation in an academic sense: because the idea is new, it rested on logical reasoning and indirect evidence rather than on established empirical studies. The author cites, for example, that mindfulness improves focus, resilience, and empathy, and then argues that these improvements should facilitate idea generation, perseverance in implementation, and better collaboration for idea promotion. These arguments are plausible and rooted in literature, but they remain somewhat hypothetical until tested. In constructing the framework, the author had to assume linear positive relationships (more mindfulness leads to more innovation via certain traits), whereas in reality the relationship could be more complex. There might be boundary conditions – for instance, mindfulness might help primarily when a certain baseline of organizational support is present, or perhaps its effects on creativity plateau after a point. Such possibilities are not deeply examined in the literature review, which instead justifies the proposed link in a straightforward manner. To be clear, developing a new conceptual linkage is a strength of the dissertation, and the subsequent chapters do validate many of these conceptual predictions. The critical point is that the literature review, by virtue of breaking new ground, had to rely on cross-disciplinary inference; this means some aspects of the theoretical foundation were less grounded in direct evidence and more in the author’s conceptualization. This is an inherent limitation of pioneering research: the first exploration of a novel idea cannot draw on a rich history of prior findings, and so the literature review could only partially mitigate that gap.

Currency of Sources: The dissertation’s sources are reasonably up-to-date, with many references from the 2010s and some as recent as the early 2020s. Given that this PhD work was completed in 2025, the literature review did not include research from the very latest years (2023-2024) that may have emerged after the dissertation was largely written. This is a normal timing limitation in any doctoral work, but it means that a few recent studies on workplace mindfulness or innovation (if any appeared in the last year or so) are absent. The impact of this is minimal – no major theoretical shift in those final years is evident – but it is worth noting that the literature review represents the state of knowledge up to around 2022. Additionally, the emphasis is on scholarly sources; practical industry reports or case examples (which might have illustrated real-world uses of mindfulness for innovation) are not prominently featured. Including such perspectives could have provided additional context, though their absence does not weaken the academic argument. It simply indicates a scholarly focus, which is appropriate for a PhD thesis.

In conclusion, the above critical observations highlight the limitations of the dissertation in its problem framing, methodological design, and literature review. These remarks are offered in a constructive spirit. Importantly, none of the noted limitations constitute serious flaws; rather, they are the kinds of constraints and scope decisions inherent in virtually any doctoral research project. The author has demonstrated awareness of many of these issues (for example, by acknowledging generalizability limits and outlining future research directions), which speaks to her academic maturity. Overall, these critical remarks do not detract from the dissertation’s considerable merits, but they do delineate the study’s boundaries and areas where caution or further inquiry is warranted – a necessary perspective for the academic committee when assessing this work’s contribution and rigor.

Final Assessment

All things considered, mgr Anna Thompson's doctoral dissertation "The Benefits of the Regular Practice of Mindfulness Techniques on Innovative Work Behaviour" is a really excellent work of scholarship. It uses depth and rigor to cover a fresh and quite relevant topic. The well stated research objectives are pursued using a solid methodological approach and strong theoretical underpinnings. The empirical study is conducted with great rigidity and the outcomes are carefully examined and sensibly interpreted. The dissertation offers significant theoretical and practical contributions as well as fresh chances for multidisciplinary research and helpful direction for companies trying to increase creativity. Written and organized to a high academic level, the work also shows the author's scholarly integrity, analytical skills, and intellectual maturity. I find no significant flaws in this dissertation when compared to all required standards: originality and innovativeness of the research, clarity of objectives, quality of the theoretical grounding, methodological rigor, quality of findings, depth of interpretation, contribution to the field, structure and coherence, writing quality, interdisciplinary relevance, formal compliance, and the academic maturity of the candidate. One finds it quite difficult to find any major flaws in this work. The author has clearly admitted that the specificity of the corporate environment examined naturally limits direct generalizability; hence, it is perhaps the only minor restriction that reduces the overall strength of the dissertation. Nevertheless, the author has offered recommendations for future study. The dissertation definitely satisfies the legal requirements for the awarding of the doctorate degree in the field of management sciences. Anna Thompson should thus be definitely recommended to be awarded the Ph.D. degree. Furthermore, considering its great quality, I fervently suggest that the dissertation be acknowledged under the Rector's Distinctive Award. This work is a model of academic excellence and adds to the body of knowledge. It is totally deserving of the best compliments and establishes a high benchmark for doctoral research in management sciences.

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