

T.C.
ISTANBUL OKAN UNIVERSITY
INSTITUTE OF GRADUATE SCIENCES

**THESIS FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION**

Ibrahim Burak YILDIZ

**THE EFFECT OF OPEN INNOVATION AND
STRATEGIC LEADERSHIP ON ORGANIZATIONAL
MINDFULNESS**

ADVISOR
Asst. Prof. Canan Koçer DURMAZ

ISTANBUL, May 2025

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PREFACE

The high technology that developed in the 21st century and the rapidly spreading globalization that followed have also affected the needs of companies and the world economy has quickly become a developing and growing structure in terms of producing competitive products or providing highly competitive services.

In the 2020s, concepts such as artificial intelligence, software for companies, electronic payment and auditing have also started to become increasingly effective in the commercial life of countries. Today, in a globalizing world, increasing capital movements cause investments to change places rapidly, while the strategic behaviors required for global competition have become very important for companies.

In our country, companies are moving from labor-based production to technological production. As a result, the expanding knowledge base and learning culture require companies to make more consistent and forward-looking decisions. Although the decisions and the strategies makes strengthen then organizational structures of the companies, the correct and complete information between internal and external factors also requires the use of this information.

The aim of this study is to reveal the Effect of Open Innovation and Strategic Leadership on Organizational Mindfulness and explain it appropriately through surveys.

I would like to express my thanks to my advisor Asst. Prof. Canan Koçer DURMAZ, who made important and valuable contributions to my studies, my dear family and all my friends who supported me and did not refrain from helping me during my study.

I hope that this study will contribute to the Effect of Open Innovation and Strategic Leadership on Organizational Mindfulness in our country.

İbrahim Burak YILDIZ

İstanbul, 15. May 2025

TABLE OF CONTENTS

PREFACE	i
TABLE OF CONTENTS	ii
LIST OF TABLES.....	v
LIST OF FIGURES.....	vi
ÖZET	vii
ABSTRACT	ix
ABBREVIATIONS.....	xi
LIST OF SYMBOLS	xii
1. INTRODUCTION	1
2. CONCEPTUAL REVIEW	4
2.1 OPEN INNOVATION	6
2.1.1 Concept of Open Innovation.....	7
2.1.2 Importance of Open Innovation.....	8
2.1.3 Processes of Open Innovation.....	9
2.1.4 Benefits of Open Innovation.....	11
2.1.4.1 Expanded Knowledge and Ideas	11
2.1.4.2 Faster Problem-Solving	12
2.1.4.3 Cost and Risk Reduction.....	12
2.1.4.4 Enhanced Adaptability.....	14
2.1.4.5 Discover of Market Adaptability	15
2.1.4.6 Stronger Customer Relationship	16
2.1.4.7 Efficient Resource Utilization.....	17
2.1.4.8 Improved Employee Engagement.....	18
2.2 STRATEGIC LEADERSHIP	19
2.2.1 Concept of Strategic Leadership	21
2.2.2 Importance of Strategic Leadership	22

2.2.3 Processes of Strategic Leadership	23
2.2.4 Benefits of Strategic Leadership	25
2.3 ORGANIZATIONAL MINDFULNESS.....	29
2.3.1 Concept of Organizational Mindfulness.....	30
2.3.2 Importance of Organizational Mindfulness	31
2.3.3 Processes of Organizational Mindfulness.....	33
2.3.3.1 Environmental Scanning	34
2.3.3.2 Internal Analysis	35
2.3.3.3 Stockholder Engagement	36
2.3.3.4 Scenario Planning and Risk Management.....	37
2.3.3.5 Knowledge Management	37
2.3.3.6 Performance Monitoring	38
2.3.3.7 Communication and Information Sharing.....	39
2.3.3.8 Continuous Improvement.....	39
2.3.4 Relation Between Variables.....	40
2.3.4.1 Open Innovation and Organizational Mindfulness	40
2.3.4.2 Strategic Leadership and Organizational Mindfulness	41
3. METHODOLOGY	44
3.1 PURPOSE OF RESEARCH.....	44
3.2 IMPORTANCE OF RESEARCH	44
3.3 ASSUMPTIONS AND LIMITATIONS OF THE STUDY	47
3.4 TYPE AND MODEL OF THE RESEARCH	48
3.5 RESEARCH QUESTIONS AND HYPOTHESES.....	50
3.6 UNIVERSE AND SAMPLING OF THE RESEARCH	51
3.7 DATA COLLECTION METHOD AND TOOL OF THE RESEARCH.....	52
3.8 FINDINGS	54
3.8.1 Demographic Characteristics Form.....	54
3.8.2 Organizational Mindfulness Scale Factor Analysis.....	55
3.8.2.1 Validity and Reliability Study.....	57
3.8.3 Open Innovation Scale Factor Analysis.....	59
3.8.3.1 Validity and Reliability Study.....	61
3.8.4 Strategic Leadership Scale Factor Analysis	62

3.8.4.1 Validity and Reliability Study.....	64
3.9 METHODS USED IN DATA ANALYSIS	66
4. ANALYSIS OF DATA AND FINDINGS	68
4.1 FINDINGS WITH OPEN INNOVATION SCALE	68
4.2 FINDINGS WITH STRATEGIC LEADERSHIP SCALE.....	69
4.3 FINDINGS WITH ORGANIZATIONAL MINDFULNESS SCALE.....	70
4.4 SUMMARY OF THE FINDINGS OBTAINED IN THE RESEARCH	72
4.4.1 Effect of Open Innovation on Organizational Mindfulness	72
4.4.2 Effect of Strategic Leadership on Organizational Mindfulness	76
4.4.3 Effect of OI and SL on Organizational Mindfulness.....	79
4.4.4 Summary of Findings Regarding Hypothesis	81
5. CONCLUSIONS AND RECOMMENDATIONS	82
5.1 DISCUSSION ON RESEARCH.....	82
5.3 CONCLUSIONS.....	85
5.4 FUTURE RESEARCH RECOMMENDATIONS	88
REFERENCES.....	90
APPENDIX	102

LIST OF TABLES

Table 3 1 Universe and Sample According to Stratified Sampling Method	52
Table 3 2 Demographic Information Form	54
Table 3 3 Organizational Mindfulness-Descriptive Statistics	56
Table 3 4 Loading Values for Organizational Mindfulness Scale.....	57
Table 3 5 Organizational Mindfulness Scale Reliability test Results.....	57
Table 3 6 Organizational Mindfulness Scale Factor Correlation	58
Table 3 7 Organizational Mindfulness Scale KMO & Bartlett's Test.....	58
Table 3 8 Open Innovation - Descriptive Statistics	59
Table 3 9 Loading Values for Open innovation Scale.....	60
Table 3 10 Open Innovation Scale Reliability Test Results	61
Table 3 11 Validity and Reliability Analysis.....	61
Table 3 12 Open Innovation Mindfulness Scale KMO & Bartlett's Test	62
Table 3 13 Strategic Leadership - Descriptive Statistics	63
Table 3 14 Loading Values for Strategic Leadership Scale.....	64
Table 3 15 Strategic Leadership Scale Reliability Test Results	64
Table 3 16 Validity and Reliability Analysis.....	65
Table 3 17 Strategic Leadership Scale KMO & Bartlett's Test	66
Table 3 18 Normality Test for Open Innovation	68
Table 3 19 Open Innovation Scale for Factor Correlation.....	68
Table 3 20 Normality Test for Strategic Leadership	69
Table 3 21 Strategic Leadership Scale for Factor Correlation.....	70
Table 3 22 Normality Test for Organizational Mindfulness.....	71
Table 3 23 Organizational Mindfulness Scale for Factor Correlation.....	71
Table 3 24 Correlation Analysis of OI-SL on OM	73
Table 3 25 Relationship between Variables	73
Table 3 26 Regression Analysis of OI Effect on OM.....	74
Table 3 27 Descriptive Statistics for OI-OM.....	74
Table 3 28 Coefficient Relationship between Variables	75
Table 3 29 Coefficient relationship between Variables.....	77
Table 3 30 Regression Analysis of SL Effect on Organizational Mindfulness	77
Table 3 31 Descriptive Statistic for SL-OM.....	77
Table 3 32 Coefficient Relationship between Variables	78
Table 3 33 Coefficient Relationship between Variables.....	80
Table 3 34 Descriptive Statistics for OI-SL-OM.....	80
Table 3 35 Regression Analysis of OI-SL-OM	80
Table 3 36 Hypothesis Results.....	81

LIST OF FIGURES

Figure 2-1 Open Innovation Process	10
Figure 2-2 Open Innovation Flow Chart.....	18
Figure 3-1 Research Model.....	50
Figure 3-2 Scree Plot for OI and Sub-dimensions.....	60
Figure 4-1 Histogram for OI-OM	72
Figure 4-2 Regression P-Plot.....	75
Figure 4-3 Scatter Plot	75
Figure 4-4 Histogram for SL-OM	76
Figure 4-5 Regression P-Plot.....	78
Figure 4-6 Scatter Plot	78
Figure 4-7 Histogram for OI-SL-OM	79
Figure 4-8 Lineer Graph for OI-SL and OM	81

ÖZET

AÇIK İNOVASYON ve STRATEJİK LİDERLİĞİN ÖRGÜTSEL FARKINDALIĞA ETKİSİ

Bu çalışmanın amacı, açık inovasyon ve stratejik liderlik kavramlarının değerlendirilerek bu kavramların örgütsel farkındalığa etkisi ortaya konulmaya çalışılmıştır. Açık inovasyon (Open Innovation), işletmelerin ve organizasyonların, iç ve dış kaynakları kullanarak daha yenilikçi ve verimli çözümler üretmelerine yönelik bir yaklaşımı ortaya koyar. Uzun vadeli hedeflere ulaşmak için gerekli olan sürdürülebilir vizyonu oluşturmak için işletmenin mevcut durumunu analiz ederek, gelecekteki fırsatları ve tehditleri önceden tahmin etme becerisini içeren stratejik liderlik (Strategic Leadership) modeline ihtiyaç bulunmaktadır. Bu stratejik düşünce ile faaliyete geçen liderler işletmenin mevcut durumunu analiz ederek, gelecekteki fırsatları ve tehditleri önceden tahmin etme becerisine sahip olurlar. Açık inovasyon modeli ile stratejik düşünüp hareket eden liderlerle yenilikçi ve rekabetçi bir yapıya ulaşan organizasyonlar ve işletmeler daha verimli hale gelerek organizasyonel yapılarda çalışanların örgütsel farkındalığını artırarak ekonomik yapıya ve faaliyette bulundukları sektöre olan katkılarını artırabilmektedir.

Veri toplama aracı olarak bu araştırmada kolayda örnekleme yöntemleri kullanılmıştır. 395 anket değerlendirilmiş ve bu anket geçerli kabul edilmiştir. Çalışma ile ilgili hipotezler SPSS (Statistical Package for Social Science), excel programları kullanılarak test ve analiz edilmiştir. Ayrıca literatürde geliştirilmiş olan Açık İnovasyon, Stratejik liderlik ve Organizasyonel Farkındalık Ölçekleri kullanılmıştır. Ayrıca ilgili ölçeğin güvenirlik ve normallik dağılım araştırması yapılmıştır. İki değişken arasındaki ilişkiyi incelemek için bir Pearson moment korelasyon testi yapılmıştır. Bu çalışmada, katılımcıların açık inovasyon, stratejik liderlik ve organizasyonel farkındalık üzerine bilgileri ve becerileri üzerinden ölçekler arasındaki ilişkiye dair regresyon analizi kullanılmıştır.

Bu çalışma sonuçlarına göre, çalışanların algısına göre açık inovasyon ve stratejik liderliğin organizasyonel farkındalık üzerine etkisi olduğu gözlemlenmiştir.

Çalışma, organizasyon içinde açık inovasyon ve stratejik liderliğin gelişimine öncelik verilmesi ve teşvik edilmesi ile sürekli organizasyonel farkındalık üzerinde durulmasını önermektedir. Bu eylemler daha rekabetçi ve sürdürülebilir dönüşümlere imkân tanıyabilir.

Anahtar Kelimeler: Örgütsel Farkındalık, Açık İnovasyon, Stratejik Liderlik, Kurumsal Yönetim, Farkındalık, Eylem, Ekip çalışması, Rekabet, Uzmanlaşma, Adaptasyon, Küreselleşme. İnovasyon, Strateji, Ölçek, Organizasyon.

Tarih: Mayıs 2025



ABSTRACT

THE EFFECT OF OPEN INNOVATION AND STRATEGIC LEADERSHIP ON ORGANIZATIONAL MINDFULNESS

The purpose of this study is to evaluate the concepts of open innovation and strategic leadership and to reveal the effects of these concepts on organizational mindfulness. Open innovation presents an approach for businesses and organizations to produce more innovative and efficient solutions using internal and external resources. In order to create the sustainable vision required to achieve these long-term goals, a strategic leadership model is needed that includes the ability to analyze the current situation of the business and to predict future opportunities and threats. Leaders who take action with this strategic thinking have the ability to analyze the current situation of the business and to predict future opportunities and threats.

Organizations and businesses that reach an innovative and competitive structure with leaders who think and act strategically with the open innovation model become more efficient and can increase the organizational mindfulness of employees in organizational structures and increase their contributions to the economic structure and the sector in which they operate.

The hypotheses related to the study were tested and analyzed using SPSS (Statistical Package for Social Science) and LISREL programs. In addition, Open Innovation, Strategic Leadership and Organizational Mindfulness Scales developed in the literature were used. In addition, the reliability and normality of the relevant scale was investigated. A Pearson moment correlation test was conducted to examine the relationship between the two variables. In this study, regression analysis was used to examine the relationship between scales based on participants' knowledge and skills in open innovation, strategic leadership and organizational mindfulness.

According to the results of this study, it was observed that open innovation and strategic leadership have an impact on organizational mindfulness according to the perception of employees.

The study recommends prioritizing and encouraging the development of open innovation and strategic leadership within the organization and continuously focusing on organizational mindfulness. These actions can enable more competitive and sustainable transformations.

Keywords: Organizational Mindfulness, Open Innovation, Strategic Leadership, Corporate Management, Mindfulness, Action, Team-work, Competition, Specialization, Adaptation, Globalization, Innovation, Strategy, Scale, Organization.

Date: May, 2025



ABBREVIATIONS

ALPS	: Accountability, Learning and Planning System
BSC	: Balance Score Cards
CRM	: Customer Relationship Management
CSR	: Corporate Social Responsibility
HR	: Human Resources
IBRD	: International Bank for Reconstruction and Development
ICC	: International Chamber of Commerce
KM	: Knowledge Management
KMO	: Kaiser-Meyer-Olkin Measure
KPI	: Key Performance Indicators
MF	: Ministry of Finance
OI	: Open Innovation
OM	: Organizational Mindfulness
SL	: Strategic Leadership
SWOT	: Strengths, Weaknesses, Opportunities, Threats
PEST	: Political, Economic, Social, Technological
R&D	: Research and Development
TL	: Turkish Lira
TMT	: Turkish Ministry of Trade
USA	: United States of America
USD	: United States Dolar
VAT	: Value Added Tax

LIST OF SYMBOLS

α	: Cronbach Alpha Coefficient
β	: Beta Regression Analysis
df	: Degree of Freedom
F	: Frequency
H	: Hypothesis
n	: Sample Size
N	: Population Size
p	: p-value
R²	: Coefficient of determinant
r	: Correlation coefficient of a sample
sd	: Standard Deviation
Sig.	: Significance
t	: Calculated Difference
vif	: Variance Inflation Factor
%	: Frequency

1. INTRODUCTION

The purpose of this study is to explain the effect of open innovation and strategic leadership on organizational mindfulness through basic concepts and to help companies or institutions achieve an effective and healthy management approach for survival, create mindfulness and operate in a competitive environment within today's global structure.

In this study, it was thought that these concepts should be emphasized first while trying to determine the effect of open innovation and strategic leadership on organizational mindfulness.

Throughout history, many inventions, such as airplanes, balloons and automobiles, have been born out of people's desire to do new and improved things. Innovation is an important concept not only for organizational structures, but also for humanity. Human beings have been in a struggle for life since the day they existed. Therefore, in order to survive, it has to compete with others and be successful. Because competition and success are possible by being positively different from others. With the progress and development of humanity, the structures that started to form with life together have become more organizational structures over time. Especially in the 20th century, both academics and companies attracted great interest in the concept of innovation due to its potential to create sustainable competitive advantages and create stable position in the market.

Firms have traditionally operated under the belief that control is essential to successful innovation and this belief has enabled firms to make more important decisions.

In the open innovation model, a company commercializes both its own ideas and innovations from other companies and tries to present its ideas to the market by using ways outside of its current business. Because the boundary between the organization and its environment is permeable, innovations can change and cover between companies or organizations. This allows organizations to be more flexible, changeable and up-to-date, while also increasing their ability to adapt to a rapidly evolving market.

When the company's strategies and processes are difficult to understand and imitate by competitors, the firm gains a competitive advantage. Otherwise, the success of the company, which faces the difficulties of global competition and the economy, will decrease. All decisions will be in line with the strategic direction of the organization and

will increase the future sustainability of the organization as well as short-term financial stability. All these operations needs strategical mind.

Strategic leaders achieve success by evaluating the organization's history, perceiving opportunities in the organization's environment and understanding the organization's strategic capacity to excel in these opportunities. Strategic leaders are also responsible for developing human resources. In this way, an organizational culture can be sustained. Organizational culture affects strategic leaders and their work and the actions and decisions of strategic leaders shape the organizational culture. When organizational culture is institutionalized, it will be a guiding light for all employees.

Leaders play a role in determining and shaping the moral and human standards of the organization. In today's organizational structures, it is difficult to see and predict the future clearly and uncertainty increases. In order for leaders to create positive changes and bring appropriate solutions to problems, they need to be flexible and fulfill detailed and comprehensive strategic leadership characteristics. Organizations need leaders who understand the nature of the internal and external environment, can develop strategies to cope with change and can actively manage the movement of the organization.

The origin of the concept of mindfulness dates back to old Buddhist practices 2500 years ago. In Buddhist philosophy, mindfulness is considered to be one of the seven factors of enlightenment and is believed to be a crucial part on the path to enlightenment. In this sense, mindfulness is considered and seen as a path to awakening.

Many organizations have realized that mindfulness practices can have positive effects on employee well-being, overall productivity and performance, so mindfulness has been incorporated into organizations. Mindfulness is active at all times. In this sense, mindfulness is a continuous way of being, a method of paying attention to the present moment.

Organizational functioning and processes are also relational in nature. Many jobs involve teamwork, partnerships, coordination, trust and cooperation within or between firms. In this sense, mindfulness practices have important effects on workplace relations. Employees of leaders with high mindfulness have positive work-life balance, job satisfaction, behaviors and job performance.

The studies and opinions within the sources specified in the study were accepted as the main source and scope, specific and controversial issues were addressed with

applications and an approach appropriate for organizational mindfulness was attempted to be produced by interpreting them from a business science perspective.

In the introduction part of the study, the framework of the study and definitions related to the subject are stated. In the second part, conceptual and literature definitions are given and the scope, importance and transition steps of these definitions are tried to be explained. In the third part, the relationship between the variables is revealed and definitions and explanations related to them are given. In the fourth part, the survey and interpretation analyses conducted to measure the effect of open innovation and strategic leadership on organizational mindfulness, as well as information about the methodology and sample are given. In the fifth part, the effects of open innovation, strategic leadership on organizational mindfulness and transformations and the benefits it provides to the structure are discussed.

This study investigates how organizational mindfulness functions in market and industry, focusing on the direct and indirect effects of strategic leadership (SL) and open innovation (OI) support on through organizational mindfulness (OM). A sample of 395 units was used in the study and the relationships between the variables were analyzed using test techniques.

2. CONCEPTUAL REVIEW

Open innovation, organizational mindfulness and strategic leadership are interdependent and interact. By leveraging open innovation, organizations can access new ideas and technologies, while organizational mindfulness allows leaders to understand internal and external factors, including corporate culture, that affect the organization. Strategic leadership brings these elements together to guide the organization toward its long-term goals, proposing a culture of competitiveness, continuous improvement, adaptability and innovation.

Open innovation, strategic leadership and organizational mindfulness are interconnected concepts that contribute to an organization's success and adaptability. Research has shown that high levels of trust in collaborations develop over time and that increased trust reduces transaction costs and increases knowledge sharing capabilities and performance (Dyer et al., 2018). Fundamentally, the relational view identifies four sources of relational rents that enhance a company's performance, including relationship specific assets, knowledge sharing routines, complementary resource endowments and effective governance. Organizations remain competitive by creating and innovating products and processes to outperform their competitors in highly competitive industries (Schumpeter, 1934). Schumpeter's theory of economic development advocates the creation and destruction of products and processes created as the business changes through innovation. In many cases, a strategic leader continually innovates the organization's processes and products through open innovation to remain competitive while reshaping the organization's strategy.

Institutional structures are forced to continuously develop innovations in order to survive in a rapidly changing and developing world. The basis of change is innovation. In today's world, innovation does not only mean bringing a new product to the market, but also new ideas, new leaders, new colleagues and teams, new systems, new needs, new solutions, but also bringing almost everything that the institutional structure has to a current, questionable, highly adaptable and sustainable state. All of these are important factors that reveal creative ideas, direct business growth, increase efficiency, meet the changing needs of customers and optimize existing processes. Innovation is ultimately an

added value brought to society. An organizational mindfulness emerged in all institutions that act towards this goal.

Open innovation is a structural change, just like mindfulness. In addition to the research and development and internal efforts of organizations, it also values the value of external ideas and collaborations. This change and the emerging model indicate that valuable knowledge and experience can also be outside organizational boundaries and that benefiting from these external resources can significantly increase innovation results. By engaging with stakeholders such as organizations, academic institutions, customers, suppliers and competitors, organizations can tap into a broader pool of ideas, technologies, insights, ultimately proposing a greater sense of how to use innovation more effectively and efficiently. Organizations also create robust intellectual property strategies that not only protect their innovations but also facilitate collaboration.

Truly successful companies know how to shift to a culture of strategic risk-taking, team building and creativity. They understand that innovation thrives when leaders work to create synergy between management and employees. This productive leadership style empowers every employee within their role and creates space for new leaders to thrive. Not every idea from such leaders will be successful, but proposing a culture of innovation can allow creativity and vision to flourish, regardless of the success of a single initiative.

Strategic leadership manages open innovation through creativity generated from within the organization, which influences the organization's culture. Amabile (1997) argues that a person's intrinsic motivation and an organizational environment focused on innovation enhance creativity. Open innovation within organizations can be generated from the creativity of stakeholders, teams and individuals within and outside the organization's ideas for problem solutions.

Collectively there is a positive relationship between the leaders' encouragement and interaction and the increase in employee ideas which supports open innovation (Wang et al., 2017). Leaders can support open innovation by the interaction they have with employees within the organization. Additionally, cooperation-based approaches to leading employees were positively associated with authentic, democratic and ethical leadership styles. Transformational leadership increased employees' internal motivation and transactional leadership increased the employee's external motivation to engage in innovation (Ahmed et al., 2018). Knowing this, managers have the task of bringing about

new ways of thinking and changing the organizational culture (Barham et al., 2020). Accordingly, the role of a supportive leadership style increases creativity from within the organization and can drive open innovation at an organizational level.

Strategic leaders with open Innovation encourages collaboration with external partners, fostering the exchange of ideas and knowledge. Allows organizations to quickly incorporate new technologies and market trends, staying ahead of competitors. Brings in diverse perspectives and ideas, fostering continuous improvement. Involves stakeholders in the innovation process, creating value through collaboration. Enables access to external resources, reducing development costs and accelerating time-to-market. Encourages experimentation and the adoption of new ideas from outside the organization. Leaders, uses this mindfulness to make informed decisions, adapting strategies to respond to changes effectively. Promotes a culture of continuous improvement, aligning initiatives with the organization's long-term vision.

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2.1 OPEN INNOVATION

The term "open innovation" can be defined as a concept to express complex collaborative processes. Gassman and Enkel, define open innovation as the process of opening the company's borders to the outside world and ensuring the flow of information both within and outside the company. The aim is to accelerate the introduction of products

and services to the market and to seize different opportunities together with external actors in order to achieve competitive advantage over competitors and meet market needs in a timely manner (Gassmann et al., 2010)

According to West and Gallagher (2006), open innovation refers to the processes of systematically discovering and exploiting innovative opportunities from external sources and consciously integrating them into the company.

A more recent approach to defining the concept of open innovation came from Lichtenthaler, who defined the concept as "the systematic discovery, storage and use of knowledge acquired inside or outside the organization during the innovation process" (Lichtenthaler, 2011).

Open innovation is based on different principles. They realized that self-reliance, which is common in the traditional innovation mindset, is not the only solution. Instead of relying only on internal work and R&D processes, they realized that ideas and solutions that can be obtained from external sources are more important. Thus, companies realized that it is more important to commercialize ideas received from both internal and external sources, which will shorten the process. This is also an important issue within the company and prevents the company from monopolizing in the hands of its employees. Thus, in addition to internal resources, external sources such as universities, consumers, competitors and suppliers provide companies with equally valid ideas (Chesbrough, 2003).

Different studies and different researchers have used various terms for open innovation, but the general aim of open innovation is to use a more open-minded strategy to benefit from all kinds of external actors in the innovation process to create or replace competitive advantage. Open innovation shows how companies act in terms of innovation. It is about the thoughts of companies, their strategies and the value they create. Open innovation aims to create a more dynamic and collaborative innovation approach outside the traditional R&D definition.

2.1.1 Concept of Open Innovation

Open innovation is an approach that allows companies to manage their innovation processes not only by using their internal resources but also by using the external resources they find. If we consider this concept from a broader perspective, Open Innovation is an organizational model that encourages companies to use both internal and

external resources to develop innovative ideas, products and services. Unlike the traditional innovation approach, open innovation emphasizes openness and collaboration. Companies create value by collaborating with partners, universities, start-ups and competitors. This refers to a more global and broad collaboration model. Organizations acquire external knowledge (internally) through acquisitions and licensing, together with companies and partnerships with which they exchange knowledge and also commercialize their own internal innovations by licensing or selling them to other companies (externally). The general reasons for companies to implement open innovation are to acquire missing knowledge, complementary resources and financing, or to reduce the risks and costs of innovation processes. In addition, companies become aware of market dynamics and consumption trends (Chesbrough 2003). It has also been argued that workforce mobility, abundant venture capital and knowledge widely distributed across multiple organizations provide greater incentives for firms to innovate in partnership (Chesbrough 2003).

2.1.2 Importance of Open Innovation

Innovation is the process of transforming invention into value. Innovation is clearly an economic concept. It should both offer something new to the market and support of economic growth. An innovation improves the value-cost ratio by reducing costs (financial, time, labor, speed, pollution, etc.) and improving value (e.g. product, quality, efficiency, speed, etc.). In other words, the answer to the question of how to transform an invention into new value? explains us the concept of innovation. Innovation has traditionally been perceived as all parts of innovation within the company. This means that the company first creates an invention and then develops a product (or service); all within its own R&D departments and the product (or service) is then brought to the market through the firm's own distribution channels. Tohidi & Jabbari define innovation as the "key of success" for organizations (Tohidi, 2012), While Ahmed defines innovation as "the lifeblood of the company" (Ahmed, 1998). Gallouj & Djellal further emphasize the role of innovation by defining innovation as a condition for the survival of not only business and companies, but also entire regions and nations (Gallouj & Djellal, 2016).

In today's rapidly changing and competitive business world, the importance of open innovation is increasing. Open innovation allows companies to develop innovative products and services faster. Thanks to information and technologies from external

sources, research and development processes are accelerated, which allows for faster product launches. Collaborations with external partners can significantly reduce R&D costs. Companies can avoid costly R&D processes by taking advantage of existing solutions and technologies. Open innovation allows companies to reach a wider pool of ideas and solutions by going beyond their own borders. This increases the possibility of developing more creative and effective solutions. It is also important in terms of brand awareness and commercial recognition. Companies that adopt open innovation gain an advantage over their competitors thanks to their more dynamic and adaptable structures.

External collaborations allow companies to respond more quickly to market trends and technological changes. In this way, a transformation is achieved in the internal cultures of companies. Employees contribute to innovation by being in a more open-minded and collaborative working environment. This helps employees change their management strategies and take initiative. It creates new business models and new market opportunities. Companies can discover new sources of income through partnerships and collaborations. In addition, the concept of standard quality can also develop in this way. Companies that exchange information and communicate with each other can produce more standard and innovative products.

In the global automotive sector, electric vehicle manufacturers have adopted open innovation strategies and developed battery technologies. Similarly, a safer and faster type-c model has been developed to be used in cable inputs to enable computers to communicate with printers and other devices, allowing all computer manufacturers to make progress in quality and security standards. In the software and telecommunication sector, IOS and Android reach a wide user and developer base with open source software and open innovation platforms.

2.1.3 Processes of Open Innovation

Open innovation processes aim to integrate innovations with information from both internal and external sources. These processes include a series of stages and activities. These processes primarily aim to assess the internal needs of companies and the opportunities that may exist in the market. In this process, information from R&D, marketing and strategy teams, market research and competitive analysis help to identify areas where external innovation can be useful. Companies that set this goal look for external partners such as start-ups, universities, research institutions, patent firms and

other firms with whom they can share information. Organizations collect these ideas and solutions using methods such as festivals, innovation competitions and collaboration platforms. The methods, ideas and technologies collected from outside are integrated with the R&D efforts created internally. Teams work to align external inputs with the company's strategic goals and product development processes. The new model that emerges is first tested. Innovation has been a widely used organizational strategy to remain competitive since the end of 20th century and even to this day (Chesbrough, 2003).

However, globalization, various developments and erosion factors have questioned the feasibility of relying on a closed innovation approach for a company (Chesbrough and Crowther, 2006). First, globalization and subsequent increased competition in markets force companies to innovate steadily and continuously in order to survive and remain competitive in these challenging conditions (Elbanna, 2008; Julie et al., 2015). The second is to identify those who can take responsibility for controlling progress by identifying these processes.

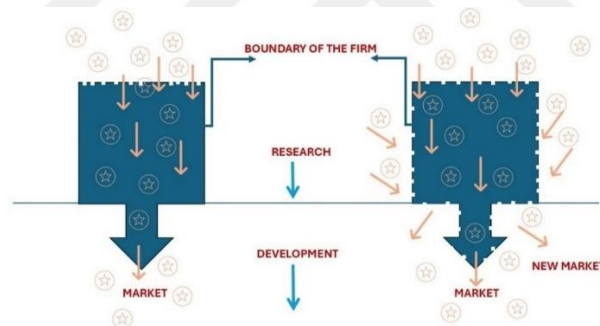


Figure 2. 1: Open Innovation Process

Development and commercialization activities begin for successful models at Figure 2.1. This process includes production, marketing and scaling the new product or service. Continuous feedback from the market helps improve innovation. Intellectual property is critical at this stage. Companies try to protect their own intellectual property and take steps to share knowledge with external partners where they can. Licensing agreements, patents and collaboration agreements are commonly used to manage intellectual property issues. First-to-market companies evaluate the success of their open innovation efforts after introducing a product or model. Findings such as market performance, customer feedback and return on investment are analyzed. The findings are used to improve future open innovation efforts.

Creating a culture that supports openness and collaboration, educating employees, encouraging a collaborative mindset and supporting external partnerships are essential to sustaining an open innovation culture. Sustainable steps must be taken to implement this.

2.1.4 Benefits of Open Innovation

Open innovation offers numerous benefits for organizations, managers, employees, sector, science that aim to remain competitive and innovative in today's fast-paced markets with fast dynamics. By embracing open innovation, companies can use the collective intelligence and resources of a broader ecosystem, which can lead to more robust and effective innovation outcomes. In organizations that adopt the open innovation model, the concepts of vision and mission include clearer and longer-term perspectives.

2.1.4.1 Expanded Knowledge and Ideas

Open innovation involves expanding knowledge and generating new ideas, exploring diverse resources, adopting diverse strategies and supporting a culture that encourages creativity and collaboration. The executive teams in the organization inform the organization they are in to adopt best practices. It paves the way for cross-sector partnerships, enables the development of hybrid models and new production techniques. It also helps to create global talent pools and generate funds that can be used when necessary. In this way, innovative projects are not only financed, but also concepts acquired with social community support can be validated. New physical or virtual spaces can be established to test and develop new ideas. These can be laboratories or social experimentation areas. These activities can create a culture of innovation and attract talent from outside (Teplov, 2018).

Organizations that create feedback mechanisms to improve products and services begin to integrate continuous feedback mechanisms with customers. In this way, partnerships can be established with customers or individuals who are more knowledgeable about specific needs. By exploring these advanced strategies and approaches, organizations can expand their knowledge base and produce innovative ideas that drive growth and competition in a constantly evolving market. Such a method increases the rapid growth and acceptance of organizations.

2.1.4.2 Faster Problem-Solving

Faster problem solving in open innovation can significantly increase an organization's ability to lead in the market. Different strategies are used to accelerate problem solving within the framework of open innovation. The world is becoming increasingly complex and solutions are not linear. Most work consists primarily of decision-making and problem solving (Xiao & Ke, 2021). All organizations, large or small, need to have the ability to make effective decisions to achieve greater success and cope with the problems they will meet in a fast changing and complex world (Simon et al., 1987).

Crowdsourcing platforms are used to collect suitable solutions from a variety of individuals. This approach can quickly bring new perspectives and innovative ideas from a global talent pool. Crowds using the same terminology can encourage faster problem solving. Different events can be organized to enhance this. These events create a competitive yet collaborative environment where participants can develop and test solutions in a limited time frame. Innovation networks and ecosystems can be created and participation can be encouraged. Being part of a larger innovation community allows for faster sharing of knowledge, resources and solutions. This can both facilitate mass adoption and increase the speed of iteration and development. This can be helpful implement faster project management techniques and methodologies. These allow for flexibility and quick adjustments based on feedback and changing requirements. Digital collaboration platforms can be used to bring more teams into the picture and facilitate communication and coordination between external partners. Rapid modeling can be implemented to develop and test ideas quickly. A prototype product or model allows for early detection of potential problems and rapid refinement of solutions. Design thinking is at the forefront of problem solving. Human-centered methodology encourages empathy, ideation, prototyping and testing that can lead to innovative and effective solutions. By adopting these strategies, organizations can enhance their problem-solving capabilities and leverage the power of open innovation to address challenges more quickly and effectively. This provides the necessary environment for creating faster solution mechanisms.

2.1.4.3 Cost and Risk Reduction

Organizations must use different skills to gain competitive advantage. Thus, they must be able to stand out and differentiate themselves from each other. Innovation is the

method of using new practices, techniques and best-proposed ideas to create more value for a successful organization. Innovation is the process of creatively and efficiently recombining existing knowledge and contributions to create new and valuable results (Felin & Zenger, 2014), and to encourage innovation and creativity, organizations must be willing and ready to adopt a more “flexible” (Amabile, 1997) and adaptable culture. Open innovation is the use of purposeful inputs and outputs of knowledge to accelerate internal innovation and expand markets for external use of innovation, respectively (Chesbrough, 2006). In other words, open innovation allows and prepares the ground for companies with internal capabilities to increase their capabilities through external sources of knowledge, resources and ideas, through collaboration between companies as markets and technologies advance (Teece, 2020). When organizations use this innovation, they reduce their resource and idea costs, which can give them a more competitive structure in the market. The advantage of being able to solve complex problems quickly and at lower costs can be an important source of competition in the context of open innovation. This approach provides companies with the opportunity to establish new partnerships that can contribute to their competitive advantage. In addition, open innovation facilitates internal innovation processes by providing firms with access to sources of knowledge and technology and provides the opportunity to reach different external channels to reach markets outside the firm's traditional business area.

With the concept of open innovation, the firm gains the opportunity to learn how to use and commercialize external innovation resources while gaining competitive advantage. It also emphasizes the dynamic process of interaction, integration and coordination of innovative elements that can increase the innovation levels of a business (Feng et al., 2018). Moreover, open innovation can eliminate organizational boundaries, continuously inject innovative ideas into businesses and improve innovation levels (Shao & Bi, 2021). Being able to quickly reduce costs and manage risks are important aspects of successful open innovation. By collaborating with external partners, companies can access specialized knowledge and skills without the need for extensive internal R&D investments. Open innovation will reduce the overall cost burden on organizations because it allows sharing resources such as laboratories, equipment and software. Initially conducting small-scale projects can help identify viable innovations without significant upfront investment. Leveraging open source software and crowdsourcing platforms can

significantly reduce R&D costs. Creating clear intellectual property agreements, including confidentiality agreements and licensing terms, helps protect proprietary information while encouraging collaboration. Implementing risk assessment frameworks can help identify potential risks and develop mitigation strategies early in the innovation process. Working with multiple partners can spread risk and reduce reliance on a single entity. This balance can help prevent technology and industrial espionage. Taking a continuous and sustainable development approach reduces the risk of project failure by ensuring early detection of problems and continuous improvement. Establishing organizational protocols for knowledge sharing increases the company's knowledge base while ensuring that this knowledge is protected and maintained. By implementing these strategies, organizations can effectively reduce the costs and manage the risks associated with open innovation, leading to more successful and sustainable innovation outcomes.

2.1.4.4 Enhanced Adaptability

Smaller firms often have a competitive advantage over larger firms because they can respond more quickly to competitor input or challenges, make decisions, and renew their business models more quickly, as their maneuverability and adaptability are more advantageous than their competitors. Because they have a more flexible structure. Laursen and Salter (2006), argued that small firms have a major advantage over larger firms because of their flexibility and adaptability, making them particularly adept at generating inventions and new ideas that significantly increase their R&D productivity. Communication in small firms is often more direct, allowing them to reach business decisions more quickly. Bommer and Jalajas (2004), also argued that small firms have a more entrepreneurial spirit and, as a result, are more willing to take risks in their business pursuits, which increases their flexibility and speed.

Along with the enhanced adaptability that is a key advantage of open innovation, organizations and institutions that use external inputs and collaborations can become more flexible and responsive to market changes and technological developments. Interacting with external partners brings a variety of visionary perspectives and ideas that can lead to more innovative and adaptable solutions. Open innovation allows organizations to incorporate new technologies and market trends more quickly and stay ahead of their competitors. Collaborating with external organizations reduces the time and cost required to develop new products, solutions and techniques by sharing resources.

2.1.4.5 Discover of Market Adaptability

Evolutionary models, as new generation innovation models, explain the innovation process based on some basic features. These features can be explained as follows; generation of diversity (innovations are seen as equivalent to mutations), selection (selection processes act together with mechanisms that produce diversity), reproduction and inheritance (companies are perceived as producing organizations), fitness and adaptation (Darwin's principle of 'survival of the fittest' is represented in order to succeed in a given environment), population perspective (variation is a basic component for an evolutionary process), basic interactions (competition between products or companies) and external environment (Marinova & Phillimore, 2003). Adapting to the market is a fundamental aspect of open innovation that allows companies to respond quickly to rapidly changing and market conditions and consumer demands. By collaborating with external partners, companies can access a wider pool of skills and knowledge, which allows them to adapt to market changes more effectively. Open innovation encourages the use of rapid prototyping and iterative testing, allowing companies to quickly improve and adapt their products to a broader ecosystem in real time. Engaging with a variety of external partners and stakeholders brings new ideas and perspectives that help companies innovate and capture new market trends. Collaborating with external organizations allows companies to share resources, reduce the time and cost required to develop new solutions and adapt to market changes. Open innovation fosters a culture of continuous learning and experimentation that keeps companies responsive to market dynamics. Companies that embrace open innovation often develop strategic flexibility, which allows them to evolve and adapt their business models as needed. Involving customers in the innovation process increases market adaptability by ensuring that products and services are tailored to meet their changing needs. It helps organizations create and use more diverse departments and areas of expertise, including customer satisfaction management, more efficiently. Open innovation makes it easier to integrate new technologies into existing products and services, helping companies adapt to a rapidly changing market and remain competitive. By adopting these strategies, companies can increase their market adaptability and thrive in a dynamic business environment.

2.1.4.6 Stronger Customer Relationship

The perspective on problems is fundamental in organizing relationships with customers. Problem solving is a process or series of processes, that is, the process of transferring the problem situation (initial situation) to an objective situation called acquired knowledge (Newell & Simon, 1972), that is, the method of defining, analyzing, understanding and working on a difficulty, going through various stages and finding an effective solution and is considered one of the most sought-after skills in today's market.

Dynamic capabilities allow the company to change. Dynamic capabilities create business opportunities for new value creation strategies (Teece, 2007) through the modification of common capabilities (Eisenhardt & Martin, 2000), and an organization that balances these two dimensions will be better prepared to face market challenges.

Open innovation can significantly strengthen customer relationships by actively involving customers in the innovation process with the CRM (Customer Relationship Management) departments and other different areas of expertise they have established. Companies develop idea generation platforms for their customers to present new product ideas. Successful ideas can be transformed into commercial products. This creates a sense of belonging and involvement in customers. Customers who are made to feel valued will experience increased loyalty and customer satisfaction. Some companies, especially in software, use open beta testing programs to gather feedback from users before the official release. This is a critical step in improving products. Open source beta testing programs involve customers in the development process, ensuring that their needs and preferences are met, paving the way for more user-friendly products to enter the market. When companies with open innovation allow customers to suggest and vote on new features and products, they help them adapt the product to better meet customer needs. By encouraging customers to share their ideas for new products, new sales platforms, store improvements and companies create a sense of trust and transparency with their customers. In this way, companies that create an environment of communication, transparency and trust with their customers can become customer-centric and achieve a more lasting competitive advantage in the market. A better customer experience leads to increased satisfaction, repeat sales, brand loyalty and positive communication. Engaged customers who contribute to innovation are more likely to advocate for the brand, which increases its visibility and reputation. By integrating these strategies into their open innovation

processes, companies can build stronger, more meaningful relationships with their customers. Open innovation can open doors to new markets by leveraging distribution channels, customer bases and market knowledge from external partners. This can be especially advantageous for entering foreign or international markets. Companies that have established brand loyalty have a higher speed and cost of entering market distribution channels than other firms.

2.1.4.7 Efficient Resource Utilization

In a highly competitive global environment, innovation represents the costs an organization pays to stay in the market. Therefore, effective innovation provides a solution to meet the increasing demands for sustainable value creation, which provides a theoretical framework for defining and introducing the idea of change. Innovating is an extremely important strategic feature for an organization (Kanbur & Özyer, 2016).

Efficient resource use is one of the main advantages and benefits of open innovation. Organizations can improve their innovation processes by effectively using external and internal resources. Thus, they can achieve better results. Startups collaborate with external sources (academic institutions, suppliers, customers, etc.). Organizations can access specialized knowledge and skills without the need for extensive internal R&D investments. Companies, especially in the software technology and chemical sectors, often share their research facilities and laboratories with academic institutions to conduct joint research and development projects. Governments can follow policies to encourage accredited laboratories for R&D projects.

This approach reduces the cost burden on individual organizations. Thus, sharing resources such as laboratories, equipment and software minimizes duplication of effort and maximizes resource efficiency. Through collaborative development, resources and expertise are brought together, leading to more efficient and effective innovation processes. This approach offers a wider range of perspectives and solutions at a fraction of the cost of traditional methods. It leverages the collective intelligence of a broader network of stakeholders to deliver innovative solutions that maximize profits through cost minimization. A dynamic workforce that includes internal and external experts allows a company to scale its workforce according to project needs without large overheads.

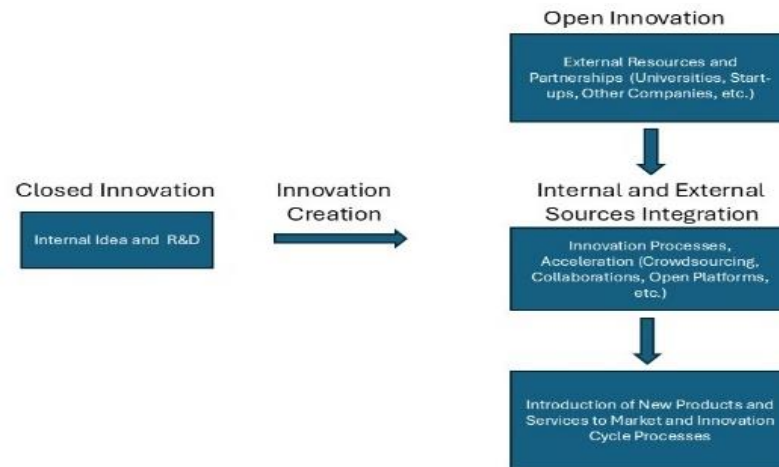


Figure 2. 2 Open Innovation Flow Chart

A dynamic and flexible workforce model optimizes the use of human resources and efficiently adapts to changing project demands. Open source solutions provide access to a large number of pre-built components and tools, reducing the need to develop everything from scratch at Figure 2.2. Companies working in the same industry can form strategic alliances with product suppliers, marketing networks and technology partners. These strategic alliances allow for sharing of resources, risks and rewards, leading to more efficient innovation processes. By adopting these strategies, organizations can optimize resource utilization and maximize the benefits of open innovation. This leads to more efficient innovation processes, reduced costs and faster return on investment. Collaboration of all stakeholders (organization, external partners, universities, distribution channels, customers, etc.) with common goals and benefits leads to satisfaction and fulfillment of all parties.

2.1.4.8 Improved Employee Engagement

Management, teams and employees involved in innovative projects feel more connected to the company's goals and are more likely to be passionate about their work. They've higher job satisfaction, motivation and a stronger sense of ownership over their roles, which leads to higher productivity. At the same time, a well-motivated team is more effective at selling products with high brand and marketing capabilities. Standards and related science and disciplines are developed and introduced to the market by new products Chesbrough, 2006).

2.2 STRATEGIC LEADERSHIP

American futurist Alvin Toffler (1981) describes three periods of economic evolution in his best-selling book *The Third Wave*. These are the Agricultural Wave, which lasted from 8000 BC to the mid-18th century; the Industrial Wave, which lasted until the late 20th century; and finally the Information Wave, which began in the 1960s and continued for decades. These dates are approximate and overlapping. The first wave was driven by human physical labor; the second wave was driven by machines and blue-collar workers; and the third wave was driven by information technology and white-collar knowledge workers. The transitions between these three major waves of change have been smooth, for the most part. The origins of the concept of strategy date back to ancient Greek times. The concept is formed by combining the Ancient Greek words "stratos" and "ago" and means "to send, to direct, to send, to carry, to herd" (Burnes, 2004). Some scientists define strategy as the "management game plan" (Thompson & Strickland, 2001); while others define it as "making a difference" (Porter, 2002).

Strategy covers all the work done by the organization. The concept of leadership has been one of the subjects that has attracted the attention of many researchers from Plato to the present (Barutçugil, 2014). The concept of leadership has been the focus of management understanding and one of the concepts that researchers have worked on the most, especially since the beginning of the 20th century. While it was believed that leadership was innate in the early 20th century, studies conducted at Lova University in the 1930s adopted the view that effective leadership could be developed through education and experience and the Trait Theory, which accepts that the characteristics of the leader are the most important factor determining the effectiveness of the leadership process, was put forward (Elkins, 1980). Another theory explaining the concept of leadership is that the factor that makes leaders effective is not the characteristics they possess but the behaviors they exhibit while leading (Owens & Valesky, 2007). After the 1970s, the Situational Leadership Theory put forward by Hersey and Blanchard emerged (Barutçugil, 2014). During the agricultural wave, producers who developed themselves well gained an advantage in the market, while during the industrial wave, organizations that could optimize their physical production well were considered successful.

In the 21st century, the environment has become very competitive due to globalization, democratization and technological trends (Halal & Taylor, 1999), which has created

pressure on the boundaries and structures of organizations. Today, strategic leadership refers to behaviors that aim to ensure the well-being and survival of the organization. (Boal & Hooijberg, 2000).

Strategic leadership is critical to survive in today's constantly evolving, dynamic business environment that includes uncertainties. It is necessary to make well-informed and effective decisions to direct an organization towards its long-term goals. A clear and competitive vision of company leaders guides the company's strategy and inspires employees and stakeholders. Encouraging strategic thinking at all levels of the organization provides employees with an environment to think long-term and consider the broader impact of their actions. This provides a regulatory form to all outputs produced by the organization, enabling them to make decisions that can see customer trends in a timely manner and anticipate regulatory changes. Strategic leadership is closely related to making informed decisions, managing innovation, building a resilient organization and with a clear and confident stance. By embracing these principles, leaders can overcome problems and variables that come their way quickly and lead their organization to long-term success. Strategic leadership also refers to the potential of a manager to articulate a strategic vision for an organization or part of an organization and to motivate and persuade others to embrace that vision. Strategic leadership can also be defined as using strategy in the management of employees. Strategic leaders have the potential to influence organizational members and drive organizational change. Strategic leaders create organizational structure, allocate resources and articulate the strategic vision.

Strategic leaders work in an uncertain environment, but this uncertain environment, where there are rapid changes and developments, affects situations and organizations outside of themselves. The main goal of strategic leadership is strategic productivity and this leadership includes developing an environment where they can anticipate the needs of the organization. Strategic leaders encourage employees in an organization to follow their own ideas. Strategic leaders use methodology, performance systems for employee, selection, reward and incentive systems to encourage productive and quality employees to improve organizational performance.

2.2.1 Concept of Strategic Leadership

Strategy is about setting direction. In order to determine the direction of the organization, it is necessary to understand the organization's past and current situation. Second, it is related to planning. Thus, it is about having a view or perspective on the future. Third, strategy does not involve detailed day-to-day activities, but deals with the broad, important dimensions of the organization. Fourth, a medium- to long-term time frame is appropriate when considering strategy. Finally, strategy can be used as a template for determining shorter-term planning and activities. There is debate about who exercises strategic leadership. Some scholars argue that this ability should be developed, while others suggest that strategic leadership can be exercised by first, middle and senior managers (Hitt & Ireland, 2002). Others focus on those with overall responsibility for the organization and include not only the head of the organization's title but also members of what is called the top management team or dominant coalition (Cyert & March, 1963). Effective strategic leadership revolves around the tension between the short and long term, change and stability, bureaucracy and anarchy, while also taking into account evolving market dynamics.

Strategic leadership creates a “strange attraction” in organizations between Weberian bureaucracy and the inertia of anarchy. To appreciate the ways in which strategic leadership impacts organizations, it is useful to discuss organizations as complex adaptive systems in which strategic leadership balances between complete stability and unmanageable disorder (Boal & Schultz, 2007). Strategic leadership not only provides organizations with vision, it also involves setting agendas in motion that instill change. Therefore, leadership must accept the change/stability paradox in order to understand the complexity of change as a collective, multilevel organizational competence (Taylor-Bianco & Schermerhorn, 2006).

The concept of strategic leadership revolves around guiding an organization toward its long-term goals through clear decision making, effective communication and developing a culture of innovation and adaptability. Strategic leaders establish a clear vision and mission for the organization. This vision includes the task of keeping team members' efforts balanced and aligned while ensuring that everyone is working towards the same goals. Because this is how we can think about the future and anticipate opportunities that will arise. Leaders must analyze emerging behavioral trends, understand market dynamics

and plan long-term strategies that will keep the organization competitive. It is important that these plans are flexible and affordable. Strategic leaders must encourage innovation by encouraging creative thinking and being open to new ideas. Leaders with strong and effective communication skills can inspire others to follow their leadership by clearly communicating the vision, strategy and goals to employees and stakeholders. This is also important in terms of influencing stakeholders and building strong relationships. All of these behaviors are built on certain ethical rules.

They invest in talent development. Strategic leaders focus on nurturing and developing the skills of their team members, providing growth opportunities and creating a learning culture. Establishing strategic alliances and partnerships can enhance an organization's capabilities. Leaders identify and collaborate with external partners to increase synergies and create value. Strategic leaders maintain a long-term focus by balancing short-term performance with sustainable growth. They prioritize initiatives that contribute to the organization's lasting success. In conclusion, strategic leadership is about setting clear goals for employees, making conscious decisions, encouraging innovation and making the organization resilient to competition and market conditions. By embracing these principles, leaders can navigate complexity and guide their organizations toward long-term, enduring success.

2.2.2 Importance of Strategic Leadership

Strategic leadership plays a key role in the enduring success and sustainability of organizations. Strategic leaders set the vision and direction for the organization. This helps align the efforts of all team members and ensures that everyone is working toward common goals. A well-defined and defined vision provides purpose and motivation, moving the organization forward. Effective strategic leaders make informed and effective decisions (Pisapia, 2006). They analyze data, consider multiple perspectives with sensitivity to everyone's ideas and weigh the risks and benefits of different options. Sound decision-making is essential to overcoming complex problems and seizing opportunities. Leaders who identified a culture of innovation and adaptability encourage creative thinking, experimentation and continuous improvement. This allows organizations to remain competitive, respond to market changes and leverage new technologies. Strategic leadership is also important in terms of resource utilization. Strategic leaders ensure that both human and financial resources are used to their fullest potential. They prioritize

initiatives that align with the organization's long-term goals and allocate resources efficiently. This helps maximize productivity and achieve sustainable growth.

Leaders identify and nurture potential leaders in the organization, providing training, mentoring and growth opportunities. Investing in human resources and talent development is a hallmark of strategic leadership. This creates a strong leadership pipeline and ensures organizational resilience. Strategic leaders maintain high ethical standards and integrity. They make decisions that reflect the organization's values and consider the visioner social and environmental impact. Ethical leadership builds trust with stakeholders and enhances the organization's reputation. They build strong relationships with employees, customers, investors and partners. Effective communication and collaboration with stakeholders increases support for the organization's initiatives. Such leaders emphasize a long-term perspective, balancing short-term performance with long-term sustainability so that the organization can thrive in the future. This is used to address issues such as focusing on enduring success and overcoming uncertainty and market volatility. Strategic leaders create and nurture a positive organizational culture. They promote values such as collaboration, innovation and inclusiveness. A strong culture attracts and retains talent, boosts employee morale and improves overall performance. In summary, strategic leadership is essential for setting a clear direction, making informed decisions, managing innovation and achieving sustainable growth. It enables organizations to overcome problems and uncertainties, seize opportunities and achieve long-term success.

2.2.3 Processes of Strategic Leadership

Throughout history, leadership has been seen as the privilege and duty of the privileged and minority elite. Power and put pressure were and remain with the privileged, who governed with benevolence at the best of times with widespread education and a growing middle class, such management is becoming untenable. Today's employees want to contribute to the business in terms of ideas and values. This is increasingly achieved through team-based job knowledge (Mohrman et al., 1995). Strategic leadership processes involve a variety of interconnected activities that enable an organization to move effectively toward its long-term goals. The intended direction is determined by creating a clear and compelling vision and mission that articulates the organization's purpose and long-term expectations. Effective communication is then used to clearly

communicate the vision and mission to all stakeholders, ensuring alignment and buy-in. A comprehensive analysis of internal capabilities and external market conditions is initiated using tools such as internal and external SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and PEST (Political, Economic, Social, Technological) analysis. By identifying trends, opportunities and threats that may affect the organization, specific, measurable, achievable, relevant and time-limited (SMART) goals that are aligned with the vision and mission are defined. Developing strategies to achieve these goals by considering resources, capabilities and external factors and allocating resources (financial, human, technological, etc.) for these goals is also a part of the process. Informed decisions are made based on market research and risk assessments in line with the analyses and data obtained. In light of all the information obtained, teams are given the authority to execute the action plan by developing action plans and delegating responsibilities. Establishing systems to monitor the progress of the process and ensure that the implementation stays on track is a part of the process. Leading and managing change initiatives to eliminate problems and minimize internal resistance in the organization is an important step in eliminating possible resistance by informing stakeholders about the rationale behind the changes. It is important for strategic leadership to regularly monitor key performance indicators (KPIs) and other metrics to assess progress towards strategic goals and to create feedback mechanisms to gather insights and make necessary adjustments to strategies and action plans. Strategic leaders monitor the allocation of workforce and resources to invest in the development of future leaders through training, mentoring and delegation planning. Creating a culture that encourages continuous learning, innovation and employee engagement helps develop strong relationships with employees and internal and external stakeholders, including customers, investors and partners. Ensuring transparent and effective communication with all stakeholders and ensuring that all actions and decisions are in line with the organization's core values and ethical standards are important issues of strategic leadership. Leaders who possess this contribute to the integration of social and environmental issues into strategic decisions (Ülgen, & Mirze, 2004).

By monitoring these processes, strategic leaders can guide their organizations to achieve their long-term goals, adapt to changes in the external environment and maintain competitive advantage.

2.2.4 Benefits of Strategic Leadership

Leaders play an important role in achieving organizational learning, high creativity and innovation through effective communication methods, knowledge acquisition, dissemination and internalization throughout the organization (Van de Ven & Engelman, 2004). In today's high and ever-increasing competition and uncertain conditions, the leadership roles of managers become important. Studies addressing the impact of leadership on innovation have mostly focused on predicting environmental changes, trends (Papadakis & Bourantas, 1998), and the innovation that will be realized as a result of these measures. However, there is a research gap in the strategic management literature in that studies on the role of strategic leadership styles in innovative performance are limited (Rifat & Canbolat, 2021) and generally focus on the transformational sub-dimensions of strategic leadership.

Strategic leadership offers benefits that can significantly increase the success and sustainability of an organization. Strategic leaders provide clear vision and direction by directing team members' efforts toward the organization's common goals. This clarity promotes a target of purpose and motivation in the organization. All teams in the organization make informed and effective decisions based on detailed analysis and a long-term perspective to achieve better results and effectively address complex problems.

Strategic leaders encourage creativity and experimentation by creating a culture of innovation. This results in the development of new models and products, services and processes that can provide the organization with a competitive advantage. They work to increase the organization's capacity to adapt to changing market conditions and technological advances. This provides organizations with resilience against competition and hard market conditions. This resilience helps the organization operate in a dynamic business environment. Strategic leaders optimize the use of resources by prioritizing initiatives that are aligned with the organization's long-term goals. Efficient use and allocation of resources increases productivity while minimizing waste. By building

stronger stakeholder relationships, effective communication and collaboration with employees, customers, investors and partners increases trust and support for the organization's initiatives.

By upholding ethics and integrity, strategic leaders setup a positive corporate culture and enhance the reputation of the organization. This leadership ensures that decisions take

into account the expanded social and environmental impact. Strategic leaders invest in developing future leaders and nurturing talent in the organization. Focusing on talent development provides a pool of talented leaders and supports long-term organizational growth. By maintaining a long-term vision and growth, strategic leaders balance short-term performance with sustainable growth. This approach enables the organization to cope with uncertainty and achieve lasting success.

The overall performance of the organization is improved with effective strategic leadership. Clear goals, efficient processes and a motivated workforce lead to higher productivity and better financial results. Nurturing a culture of innovation, adaptability and ethical practices ensures sustainable growth and long-term success. By focusing on clear direction, decision-making and effective use of resources, strategic leaders can lead their organizations to new markets and higher profitability. Visionary leaders are leaders who focus on creating a net vision for the future and promoting others to strive toward that vision. These leaders can motivate employees very well, encourage innovation and create an environment where employees can grow and develop their skills. They communicate the organization's mission, values and goals in a way that resonates with employees and encourages them to take ownership of their role in realizing the organization's vision. Leaders who act in this way can help organizations achieve their goals and be more successful.

Strategic leaders make informed decisions based on detailed analysis and a long-term perspective. This leads to better outcomes and helps in effectively tackling complex problems. Strategic leaders trust on solid and validated data and analytics to make informed decisions. They use a variety of tools and methodologies to collect and analyze data and ensure their choices are supported by solid evidence. Instead of focusing solely on short-term gains, strategic leaders keep in view long-term impact of their decisions. This approach helps in creating sustainable strategies that are aligned with the vision and goals of the organization. Strategic leaders play a key role in increasing organizational agility. Encouraging creativity and experimentation helps the organization adapt quickly to new trends and technologies. This encourages innovation and keeps the organization agile. They invest heavily in employee training and development programs to ensure that the workforce remains skilled and adaptable. A well-trained and continuously learning workforce can quickly adapt to new roles and responsibilities when needed. They build

flexible teams. These teams can pivot quickly and adapt to new challenges. Therefore, their methodology is based on effective and fast decision-making processes and therefore their development processes and feedback from customers is valuable to them. This feedback allows for improvements and quick adjustments (Devies & Devies, 2006).

Strategic leaders form strategic alliances, bringing in external expertise and outsource to help the organization adapt more effectively to market changes. This approach allows the company to adapt its strategies accordingly. This scenario planning helps the organization stay prepared for a variety of potential futures and increases its ability to adapt to unexpected changes. They encourage collaboration. This collaboration increases the organization's ability to respond to complex problems. Focusing on customer needs shows that the organization is in constant communication with the market. This ensures that it responds to market demands. Strategic leaders increase organizational agility by encouraging innovation, decentralizing decision-making, investing in continuous learning and adopting flexible structures and agile methodologies. By remaining customer-centric and building strategic partnerships, they enable the organization to adapt quickly to change and maintain its competitive advantage. Strategic leaders play a key role in improving resource allocation within organizations and ensuring that resources are used efficiently and effectively to achieve strategic goals.

Strategic leaders prioritize initiatives that will manage innovation in the market, ensuring that the product or model is accepted in the market. This improves resource allocation. By continuously monitoring and evaluating resource utilization, investing in technology and aligning resources with strategic goals, they ensure that the organization operates efficiently and effectively. Gaining and maintaining a sustainable competitive advantage is a primary goal for strategic leaders. This includes creating long-term value that is difficult for competitors to imitate. Strategic leaders achieve sustainable competitive advantage by focusing on innovative products, core competencies, innovation, brand identity, customer focus, strategic partnerships, operational excellence, talent development, adaptability and ethical leadership. Using these strategies, they create long-term value that is difficult for competitors to imitate and achieve lasting success in a competitive market. Employee engagement is a critical factor for organizational success and strategic leaders play a key role in encouraging it. Strategic leaders can significantly increase employee engagement by creating a supportive, inclusive and motivating work

environment. By focusing on clear communication, recognition, professional development, autonomy, work-life balance and goals, leaders can create a corporate culture where employees are motivated, committed and have a sense of belonging and are eager to contribute to the success of the organization.

Enhanced stakeholder relationships are essential to strategic leadership because they build trust, support, collaboration, which in turn propels the organization toward long-term success. By focusing on open communication, stakeholder engagement, trust-building, collaborative partnerships, corporate social responsibility (CSR), responsiveness, long-term relationships, ethical practices, values alignment, regular updates, strategic leaders can significantly improve stakeholder relationships. This fosters support, collaboration and long-term success.

This trust in corporate governance increases employee engagement, strengthens stakeholder relationships, encourages innovation, drives performance and ensures long-term success. By maintaining high ethical standards, encouraging open communication and demonstrating a commitment to social responsibility, strategic leaders can build and sustain trust within their organizations. Strategic management and leadership are fundamentally about sustainable leadership, prioritizing long-term success by balancing economic, social and environmental responsibilities.

Strategic leadership is not a new category or type of leadership, such as transformational or learning-centered leadership. Instead, it is best addressed as the strategic element within the broader leadership paradigm. Initially, the definition of strategy can draw on five concepts: The first concerns the idea of direction. In order to decide on the direction of the organization, it is necessary to understand its past and present situation. This is expressed by Garratt (2003), who gives an excellent definition of strategic thinking: 'Strategic Thinking' is the process by which those who lead an organization can rise above the day-to-day administrative functions and crises to gain different perspectives on the internal and external dynamics that cause change in their environment and thus give their organization a more practical direction. Such views should be both forward-looking and historically understood.

2.3 ORGANIZATIONAL MINDFULNESS

Organizational Mindfulness refers to the ability to understand and navigate the dynamics within an organization. It includes knowledge of the organization's structure, culture, policies and relationships between different departments and individuals. This mindfulness is important for leaders and employees because it helps them make informed decisions, build effective teams and ensure organizational success.

Strategic leaders know the hierarchy, roles and responsibilities within the organization without understanding the organizational structure. In this way, they learn about all the formal and informal stakeholders who influence decision-making. This also helps leaders understand and internalize the organizational culture. Understanding the values, beliefs and norms that shape the organization's structure and behavior, appreciating the unwritten rules and shared assumptions that affect how work is done, knowing who important internal and external stakeholders, understanding their interests, motivations and how they affect the organization helps strategic leaders keep the organizational structure more current and open to innovation. In this way, they understand the power dynamics and thinking dynamics within the organization and become aware of the internal environment.

In the external environment, understanding the broader market, industry trends and external factors affecting the organization requires knowledge of competitors, regulatory changes and economic conditions. All of these help leaders understand perspectives and concerns and communicate more effectively with different departments and stakeholders. A leader who appreciates the corporate culture can tailor their communication to resonate with employees and gain their support, which can prevent potential conflict within the organization.

Organizational mindfulness is a critical skill for strategic leaders, enabling them to navigate the complexities of the organization, build strong relationships, make informed decisions and lead to long-term success. By understanding structure, culture, politics and the external environment, leaders can increase their effectiveness and guide their organizations toward sustainable growth and success.

Mindfulness advocates the belief that one will develop insight into the nature of the mind and the world through mindfulness (Sharf, 2015). Mindfulness is active at all times. It refers to the state of being aware of thoughts, emotions, bodily and environmental sensations. (Zhang et al., 2021). It is also associated with the concepts of being open to

experience, unprejudiced, curious, compassionate and kind (Bishop et al, 2004). The practice of mindfulness occurs by focusing attention on what is happening in the present rather than dwelling on the past or worrying about the future (Brown & Williams, 2014).

According to Bass (1990), leaders value the opinions of their employees and when these opinions are accepted, they become aware and understanding of the mission and goals of the group and they prioritize their employees over the personal interests of the group. Strategic leadership occurs when they act in line with their own vision while ensuring the development of the group or organization and also increase the desire of the target audience for personal development. Paying attention to basic organizational problems instead of responding to their personal interests is one of the important characteristics. On the one hand, it increases the trust of the target audience and encourages them to solve the relevant problems by moving the target audience towards success, growth and development (Bass and Avolio, 1990). Pisapia (2007) defines strategic leaders as those who apply the constructive and destructive aspects of the managerial practices of leaders. Strategic leaders focus on development, organizational vision and harmony with the organization's environment. When managers have a transformational vision, they have taken a step towards strategic leadership. Strategic leaders achieve these results through various means and methods, they can be charismatic and inspiring towards their target audience; meeting each viewer's emotional needs and/or mentally stimulating the viewer (Bass, 1990).

2.3.1 Concept of Organizational Mindfulness

The concept of organizational mindfulness revolves around understanding the complex dynamics within an organization. It is about knowing how different components of an organization are interconnected and affect each other. Organizational mindfulness is the ability to interpret a group's emotional state, relationship dynamics and power structures. It's the ability to interact with a group and understand the subtleties that aren't spoken out loud but are still there. Someone with a good sense of organizational mindfulness can understand the unspoken rules and social cues that are happening and respond accordingly.

It can be evaluated as a behavioral pattern that shows itself by trying to understand and being responsible for a number of dynamics based on understanding the hierarchical structure in the organization, the roles and responsibilities of employees, the basic values

and beliefs that affect the organization's behavior and decision-making processes, evaluating the process of how work is done well, recognizing internal stakeholders such as senior management, department heads, influential employees and external stakeholders such as customers, suppliers, investors, regulatory bodies, understanding how power and influence are distributed within the organization and understanding the external environment structure such as industry trends, competitor activities and market conditions, laws.

A manager's perception of risk is driven by their organizational and information system environment, as well as individual characteristics (Straub & Welke, 1998). Organizational mindfulness includes the ability to use knowledge of the situation and culture within the company to identify and anticipate the impact of decisions taken on other parties or units, including coordinating with other units in task completion, utilizing company policies and systems to solve problems, anticipate the impact of actions taken on other units of the company and thoroughly understand the influence of the external environment on company policies (Davis et al., 2012). Implementation of organizational mindfulness strengthening strategy is carried out to replace work mechanism which always emphasize on control or control at every stage of work. Organizational mindfulness strengthening strategy is a strategy to push performance from within, so that members become more motivated and tied to the team (Ferraresi et al., 2012). High organizational mindfulness will make it easier for leaders to mobilize members to achieve goals. Members make an active effort to adapt and respect team norms, demonstrate loyalty, willing to assist co-workers in completing tasks, respect the wishes and expectations of the authorities, understand and actively support the goals and mission of the team, unify its activities and priorities for meet the needs of the team, understand the need to work together to achieve the goals of the larger team (Crain, 2009).

2.3.2 Importance of Organizational Mindfulness

Building and maintaining strong relationships with colleagues, subordinates and other stakeholders is easier with organizational mindfulness. Knowing the key influencers within the organization can help in gaining support for new initiatives. Understanding the personalities, strengths and working styles of team members leads to better team cohesion and performance. A leader who is aware of team members' strengths can create well-balanced teams that complement each other (Ndubisi, 2014).

Organizations with high mindfulness can quickly adapt to changes in the internal and external environment. Being aware of market trends and regulatory changes enables a company to pivot strategies promptly and stay competitive. Organizational mindfulness is critical for managing change effectively by understanding its impact on different parts of the organization. Leaders who anticipate the challenges and resistance that might arise during a change initiative can address them proactively.

Employees who feel understood and valued by their organization are more motivated and participate in organizational activities. A manager who recognizes employees' achievements and contributions can increase morale and job satisfaction. Knowing where resources are needed most allows for more efficient and effective allocation. Understanding which projects or departments need additional support can optimize resource allocation. Leaders who demonstrate organizational mindfulness build trust and credibility with their teams and stakeholders. Consistently making decisions that consider the well-being of the organization and its people fosters a trustworthy leadership reputation.

In summary, organizational mindfulness is essential for effective leadership and organizational success. It enables informed decision-making, enhances communication, strengthens relationships, improves team dynamics, increases agility, supports change management, enhances employee engagement, optimizes resource allocation, builds trust and credibility.

Organizational Mindfulness is the most important factor in managing change in the organization. It helps employees make accurate and effective decisions, improve team building, mutual communication, organizational culture and leadership effectiveness. Organizational Mindfulness can help increase revenue and profitability by creating a competitive advantage and creating consistent results (Ndubisi, 2014).

Organizational mindfulness is a critical issue employers consider when hiring new employees. Organizational mindfulness is important because it involves employees understanding the company, current issues affecting the industry and job roles within the company. It also means that employees can do their jobs efficiently in the organization, can notice most events in the organization, rarely make mistakes and act in accordance with the organization.

2.3.3 Processes of Organizational Mindfulness

Thich Nhat Hanh a Vietnamese Zen master who is among the first scholars to introduce mindfulness to the Western culture, defines the term as “keeping one’s consciousness alive to the present reality.” This assumption posits that no matter what one is doing at the present moment that activity must be given the fullest attention possible (Hanh, 2016).

The organizational environment is getting more and more uncertain. the competitive advantage of the company lies above all a human community, which will flourish through people’s skills and ability to cooperate and adapt. During the last decade, in response to the recent problematic of leadership and management, an emerging field of academic research is being focused on the types of leadership, which are centered on ethics, collective and pro-social behaviors (Chiniara et al., 2016). On the one hand, leadership is viewed as collective or shared behaviors resulting in a set of actions of interdependent individuals from a nonlinear perspective. Thusly, this style of leadership has been associated with important effects such as increased job satisfaction and organizational commitment, creative behaviors and performance (Liden et al., 2008).

Organizational mindfulness becomes a useful tool that is likely to help organizations to support the emergence of new managerial practices. Mindfulness has been associated with increased concentrative capacity and attentional control. mindfulness is a present-centered, clear, non-judging, non-reactive and receptive form of awareness (Brown & Williams, 2014). Mindfulness practice is being adopted in the world of business as a technique that helps generate the well-being and performance, specifically in high-stress professional contexts and organizational leadership. Mindfulness generates a shift in perspective and provides less identification between the individual and his unfolding experiences (Shapiro et al., 2016).

Organizational mindfulness involves several processes that help leaders and employees understand and navigate the dynamics within an organization. The processes of organizational mindfulness involve continuous learning, communication, relationship building, cultural competence, knowledge management, feedback mechanisms, leadership development, performance evaluation and scenario planning. By implementing these processes, leaders can better understand and navigate the complex dynamics within their organizations, leading to improved decision-making, stronger relationships and enhanced overall performance.

2.3.3.1 Environmental Scanning

Products are built by people for people. That is, teams and companies of people build new products for people. To be a top-level leader in today's world, leaders need to have a good understanding of the complex web of people that make up the operating system of the organization. This allows them to manage patterns of influence, value, emotion and power to develop to a higher level.

Someone who has the ability to do this can make things happen; they get things done, but perhaps not in the most traditional sense. Instead of making one-dimensional decisions based on what the data or KPIs (Key Performance Indicators) says, they have the ability to integrate intuitive knowledge of how the organization thinks and feels into the decision at hand. It doesn't matter their role or place in a hierarchy. They could be an executive, they could be a mid-level manager or entry level teammate. It's not the title that matters.

This is the ability to sense the unwritten rules, ups and downs and climate of an organization. Organizational mindfulness requires the ability to read the emotional currents and power relationships of a team and to identify influential people, networks and dynamics within the organization.

Environmental scanning is the monitoring, evaluation and dissemination of information from the external and internal environment to key individuals within the company or organization (Kazmi, 2008). Environmental scanning is the process of collecting, analyzing and distributing information for tactical or strategic purposes.

Observation and environmental scanning are of great importance among the priorities of having organizational mindfulness. While evaluating the internal environment to understand the structure, culture, processes, resources of the organization, monitoring external environmental factors such as market trends, competitor activities, regulatory changes and technological developments benefits organizational mindfulness.

In today's business environment, competition is a daily activity. Competition consists of all these factors that affect an organization's business, operating at cross-cultural and cross-border levels within an international or global market. These then help the organization to cope with the complexity of most of them, to compete with the various differentiating factors that affect the functioning of the business in a particular area. The marketing system of a company must operate within the framework of the forces that

constitute the environment of the system. Major environmental forces are external variables that cannot be easily controlled or manipulated by the managers in a company. (Adebisi 2006). Any business that is not aware of its environment is bound to face some crises that will definitely arise from the increasing complexity of the environment in which such businesses operate.

Organizations can use environmental scanning to decide whether to enter a new market or innovation or not and also to know the current status or conditions of its market and environment. Its aim is to identify the strategic factors – external and internal elements – that will determine the future and vision of the organization. The simplest way to conduct environmental scanning is through PEST Analysis. PEST is the acronym used to describe the Political, Economic, Socio-Cultural and Technological factors that affect the organization. External environments consist of variable opportunities and threats that are external to the organization and are not under the short-term control of top management. The management of any organization has little or no control over the external environment. Aguilar first introduced the idea of “Environmental Scanning” in 1967. This method involves investigating the wider world in which a business operates. This information has the potential to produce information that can help top management strategically plan the future direction of the company. According to Aguilar’s work, the definition above had a level of ambition and comprehensiveness that was commendable for its time, especially in Aguilar’s incorporation of scanning activities into the decision-making framework. Studies supports Aguilar’s concept and definition by suggesting that organizations conduct environmental scanning to understand external forces of change. This understanding enables them to formulate effective responses that effectively contribute to the defense or development of their future strategic position. It is the examination of information on all aspects of the company’s external environment, encompassing not only competitors, suppliers and customers, but also technological, economic, political and regulatory areas.

2.3.3.2 Internal Analysis

The main method to be used within the scope of the status analysis is also called SWOT analysis and is defined as a systematic evaluation of the organization by using the information collected by the organization to understand and manage the environment in which it operates (Daniels and Ramey, 2005). SWOT Analysis, or more broadly, scanning

the internal and external environment, is an important part of the strategic planning process. Environmental factors within a company can generally be classified as strengths (S) or weaknesses (W), while those outside the company can be classified as opportunities (O) or threats (T). Such an analysis of the strategic environment is called SWOT analysis. SWOT analysis provides information that helps align a company's resources and capabilities with the competitive environment in which it operates. Therefore, it is effective in strategy formulation, selection and determination.

PEST Analysis (Aguilar, 1967) stands for "Political, Economic, Socio-cultural and Technological Analysis". It is a framework of environmental factors that strategic management uses to understand the environment. It helps to perform external analysis when conducting a strategic analysis or doing market research and actually offers a different perspective on environmental factors that the company should consider. It is a useful strategic tool to understand the growth or shrinkage of the market in which the organization operates, its business position, potential and direction of operations.

2.3.3.3 Stockholder Engagement

One of important thing in organizational mindfulness, recognizing key internal and external stakeholders who influence or are influenced by the organization. And, analyzing the interests, motivations and power dynamics of different stakeholders. Social disclosure, according to Ullmann's conceptual framework (1985), could be explained by stakeholder power, strategic posture and economic performance, where the power of stakeholders is a function of the resources they control that are essential to the company.

Those who try to create value by bringing together the resources of different stakeholders usually do this in organizational structures and each of them takes on different responsibilities and tasks. The tasks and responsibilities undertaken here determine the value of both the organization and the innovation. Managers and entrepreneurs must take into account the legitimate interests of those groups and individuals who can affect (or be affected by) the organization's activities (Mitchell, Agle, & Wood, 1997). This means that stakeholder interests should be considered before making strategic decisions and the best way to address someone's interest would be his or her engagement in the process from early on.

2.3.3.4 Scenario Planning and Risk Management

Strategic planning is for setting goals. It defines strategies and allocates teams and resources. Organizations need effective plans to be successful. This process brings together efforts and directs development. Leaders begin to set goals. First, they set clear goals. They guide the planning process. Goals should be aligned with the organization's mission and vision. They should be specific, measurable, achievable, effective, and time-bound. Then, they analyze the resources and capabilities available. They understand strengths, weaknesses, opportunities, and threats. These analyses facilitate decision-making and provide clearer insights. Areas for improvement are identified. They develop strategies to achieve goals. Strategies provide a roadmap. They show how to achieve goals. Effective strategies take into account both internal and external factors, encouraging effective use of resources. Resources include time, money, and manpower. Resources need to be allocated according to priorities. Proper resource allocation ensures efficient action and results. They create detailed action plans. These plans outline the steps to be taken. They specify responsibilities, plans, and timelines. If clear action plans are set with evaluation criteria, the plan is easier to execute. Conformance with objectives is ensured. Regular evaluation informs necessary adjustments. Everyone in the organization needs understanding. In-service training may be required. Equips employees with the necessary skills. Strategic planning needs to monitor progress regularly. Dynamic environments require flexibility. Continuous improvement is a vital key. Effective strategic planning is systematic. It aligns efforts and resources. Plans adapt to change and competition. It ensures sustainable progress toward objectives. Scenarios are an important tool in a larger learning process (Van der Heijden, 2009). Scenario planning is a strategic planning tool that helps account for the uncertainty of future conditions when developing a business strategy. Considering multiple factors across a range of future possibilities helps better understand uncertainties and key areas of vulnerability. In essence, scenario planning is about understanding risk and opportunity.

2.3.3.5 Knowledge Management

Business organizations play important roles within the ecosystem. These organizations provide products or services to customers. They enable employment and living standards to rise. Therefore, the role of these organizations, large and small, in contributing to the economic progress of a nation is important. In order to manage these organizations

effectively and to make them more beneficial to the ecosystem, it is important to have knowledge about the organization and its environment. Environmental variables play an important role in various aspects of corporate operations, including the characteristics of inputs and products, their geographical location and pricing and the management of supply chains and human resource policies. Therefore, it is of great importance to learn about the various components of the corporate environment, including economic, socio-cultural, political, legal and technical dimensions.

Scholars such as Mowery and Oxley (1995) have suggested that it is necessary to measure the skills or qualifications of the personnel to be employed. As a result, the knowledge management approach has begun to be adopted in organizations. Knowledge Management (KM) involves renewing, disseminating, sharing and using knowledge assets. Effective KM practices can greatly benefit organizations by increasing problem-solving capabilities and performance (Giampaoli et al., 2017). KM frameworks provide a structured approach to managing knowledge activities and critical success factors that can be effective in addressing complex problems (Heisig, 2009).

2.3.3.6 Performance Monitoring

Accurately monitoring and evaluating performance is a fundamental aspect of effective leadership in business management. Performance monitoring involves the continuous monitoring of progress towards set goals, while evaluation is the systematic analysis of results to inform future decision making. Analysing performance data helps leaders make informed decisions. This involves interpreting metrics to identify trends, patterns and areas for improvement (Ferreira, A. & Otley, D. 2009).

Monitoring and evaluating employee performance essentially enables leaders to identify strengths, address weaknesses and support continuous improvement. By implementing these practices, strategic leaders can ensure that organizational goals are met efficiently and effectively. This vision is a fundamental leadership responsibility.

Strategic leadership needs to check several key points for performance monitoring. Leaders must set goals that are specific, understandable, measurable, attainable, mission-related, and time-bound (SMART). Clear goals provide sustainability for performance expectations and outcomes. Choosing the right KPIs is crucial for accurate performance evaluation. Continuous monitoring of performance ensures that problems and opportunities are identified in a timely manner. Leaders use application

systems to regularly monitor progress. Establish and control feedback mechanisms. Constructive feedback encourages growth and development.

Meanwhile, leaders gain some benefits to use in organizational sustainability, such as improved productivity, improved decision-making, employee development, accountability, alignment with goals, etc.

Monitoring and evaluating performance is an important leadership function that drives organizational success. By setting clear goals, selecting appropriate KPIs and providing constructive feedback, leaders can increase productivity, rewarding, encourage employee development and make informed decisions. Goal-oriented leaders prioritize these skills to build high-performance teams and achieve strategic goals.

2.3.3.7 Communication and Information Sharing

In the basis of this mindfulness, establishing channels for effective communication within the organization and setup open-communication channels due to promoting transparency by sharing relevant information and updates with employees and stakeholders.

Companies that use this approach can both adapt external knowledge and make their ideas and concepts more accessible to other companies. Companies collaborate with others in strategic networks and alliances across industries and markets. Sharing knowledge and information across such networks is a key component of successful co-creation and coordination. A company's capacity to integrate foreign knowledge, find complementary partners, and communicate its own concepts determines the degree of success of such an effort (Gassmann & Enkel, 2004).

2.3.3.8 Continuous Improvement

Integrating continuous improvement into organizational mindfulness is essential for maintaining a dynamic and adaptable organization. By embedding continuous improvement practices into organizational mindfulness, leaders can create a more informed, adaptable and resilient organization. This approach ensures that the organization remains responsive to changes, fosters a culture of learning and innovation and drives long-term success.

2.3.4 Relation Between Variables

2.3.4.1 Open Innovation and Organizational Mindfulness

Research has shown that high levels of trust in collaborations develop over time and that increased trust reduces transaction costs and increases knowledge sharing capabilities and performance (Dyer et al., 2018). Fundamentally, the relational view identifies four sources of relational rents that enhance a company's performance, including relationship specific assets, knowledge sharing routines, complementary resource endowments and effective governance. Organizations remain competitive by creating and innovating products and processes to outperform their competitors in highly competitive industries (Schumpeter, 1934). Schumpeter's theory of economic development advocates the creation and destruction of products and processes created as the business changes through innovation. In many cases, a strategic leader continually innovates the organization's processes and products through open innovation to remain competitive while reshaping the organization's strategy.

Institutional structures are forced to continuously develop innovations in order to survive in a rapidly changing and developing world. The basis of change is innovation. In today's world, innovation does not only mean bringing a new product to the market, but also new ideas, new leaders, new colleagues and teams, new systems, new needs, new solutions, but also bringing almost everything that the institutional structure has to a current, questionable, highly adaptable and sustainable state. All of these are important factors that reveal creative ideas, direct business growth, increase efficiency, meet the changing needs of customers and optimize existing processes. Innovation is ultimately an added value brought to society. An organizational mindfulness emerged in all institutions that act towards this goal.

Open innovation is a structural change, just like mindfulness. In addition to the research and development and internal efforts of organizations, it also values the value of external ideas and collaborations. This change and the emerging model indicate that valuable knowledge and experience can also be outside organizational boundaries and that benefiting from these external resources can significantly increase innovation results. By engaging with stakeholders such as organizations, academic institutions, customers, governmental unions, suppliers, competitors and organizations can tap into a broader pool of ideas, technologies, insights and ultimately fostering a greater sense of how to use

innovation more effectively and efficiently. Organizations also create robust intellectual property strategies that not only protect their innovations and loyalty but also facilitate collaboration.

Truly successful companies know how to shift to a culture of strategic risk-taking, team building and creativity. They understand that innovation thrives when leaders work to create synergy between management and employees. This productive leadership style empowers every employee within their role and creates space for new leaders to thrive. Not every idea from such leaders will be successful, but proposing a culture of innovation can allow creativity and vision to flourish, regardless of the success of a single initiative.

Organization with mindfulness encourages collaboration with external partners, fostering the exchange of ideas and knowledge. Allows organizations to quickly incorporate new technologies and market trends, staying ahead of competitors. Brings in diverse perspectives and ideas, proposing continuous improvement. Involves stakeholders and customers in the innovation process, creating value through collaboration. Enables access to external resources, reducing development costs, time and accelerating time-to-market. Encourages experimentation and the adoption of new ideas from outside the organization. An visionary organization and organizational mindfulness are closely linked, as both concepts emphasize transparency, collaboration and adaptability.

2.3.4.2 Strategic Leadership and Organizational Mindfulness

Before making decisions and action, Strategic leaders conduct thorough analyses of internal and external factors. This includes evaluating market trends, consumption and dynamics, competitive landscape and the organization's strengths and weaknesses. Also they assess potential risks and develop mitigation strategies. They consider different scenarios, vision and plan for contingencies, ensuring that the organization is prepared for uncertainties. By involving key stakeholders in the decision-making process, strategic leaders ensure diverse perspectives and insights are considered. This collaborative approach enhances the quality of decisions and fosters buy-in from all parties. In an organization that operates in this way, increased motivation is an expected result.

Leaders can influence their followers through their personality, knowledge, style, environmental conditions, and the leadership approach used. Bass (1990) defined leaders as change agents who influence people. Therefore, leaders can influence change through

the interaction between leaders and followers and through the structuring or reframing of the situation to facilitate and regularize change. During, the process of change leaders can influence the innovation process within an organization. Interaction and encouragement influence innovation and are integral elements of interactive leadership (Kesting et al., 2015). Leaders bring about innovation by their leadership style, which influences the people, the means, effects and organizational goals. The entrepreneurial orientation of leaders impacts the organization's ability to pursue visions and innovations. Entrepreneurial orientation comprises innovativeness, risk-taking, pro-activeness and distinct entrepreneurial postures that can enhance strategic survival (Wales, 2016; Linton & Kask, 2017). Teece (2007) argued that organizations need entrepreneurial leadership to dynamically drive the organization's internal and external changes to maintain a competitive advantage. Also, managers who possessed an entrepreneurial orientation attitude, openness and positive mindfulness of customers can impact the organization's open innovation (Najar & Dhaouadi, 2020). Therefore, the entrepreneurial orientation of leaders influences the openness of the organization to engage in innovation while creating a climate for open innovation.

After implementing decisions, strategic leaders monitor outcomes and gather feedback. They use this information to refine strategies and make necessary adjustments, fostering a culture of continuous improvement. By employing these practices and decisions, strategic leaders navigate complex uncertainties and problems effectively and drive their organizations toward better outcomes. Strategic leaders create a resilient and adaptable organization capable of thriving in a dynamic global business environment.

Organizational mindfulness helps leaders understand the internal and external dynamics, identifying positives, opportunities for co-operation and knowledge sharing. Ensures leaders are aware of market changes, customer needs and emerging trends. Helps identify areas for improvement and understand the impact of changes on different parts of the organization. Enhances understanding of stakeholders' interests, needs and motivations. Recognizes cultural and structural elements that support or inhibit innovation by providing insights into internal capabilities and resource needs (Durmaz & Düşün, 2016).

Strategic Leadership guides the organization in leveraging these collaborations to drive innovation and achieve strategic goals. Engages stakeholders effectively, building

trust, co-operation and support for the organization's initiatives. Allocates all resources strategically, ensuring optimal use of both internal and external assets to achieve organizational goals in a minimum risk. They cultivate an environment that encourages innovation, aligning it with the organization's strategic objectives and vision.



3. METHODOLOGY

3.1 PURPOSE OF RESEARCH

The basic indicators of organizational mindfulness are that employees understand the facts that create mindfulness in their business lives, develop new perspectives in the face of the events they encounter in their business lives, perceive the culture of the organization they work for and the cultural changes from the past to the present, evaluate innovation and therefore the activities and activities within the organization as a priority and perceive the variability experienced in the internal and external environment. Change in organizational mindfulness is foreseen by organizations observing and evaluating the experiences that employees will have. Therefore, within the scope of organizational mindfulness, it will ensure that the contribution that employees will make to the business is recognized.

It is assumed that employees in corporate businesses have “organizational mindfulness” levels. This mindfulness is reflected in the performance of the organization and as a result, its impact on gaining a place in the market and sustainable business increases. In this impact process, strategic leadership and open innovation are likely to increase organizational mindfulness.

From this point of view, the aim of this study is to determine the effect of the performance of employees in corporate businesses with strategic leadership and open innovation on organizational mindfulness. In addition, this study also determines how employees perceive the level of open innovation and strategic leadership in the business and the effect of this perception on the structure of the organization.

3.2 IMPORTANCE OF RESEARCH

A significant time of human life is spent at work. Experiences, successes, negativities, good or bad performances at work affect social life and motivation for the work done. For example, if an individual does their job lovingly, devotedly, inspiredly, they may experience less conflict in their family and social life (Ünal, 2017).

Open innovation is of particular interest because it shows financial performance, economic success and potential risk realizations. Because the future is inherently complex and prone to failure due to uncertainty, it is difficult to predict accurately. Management plays a special role in this regard, motivating the team and launching new products can

be corrective measures to achieve performance. Whether low motivation is due to poorly performing innovation teams, ineffective management decisions in the past or an ineffective innovation strategy can be detected and then eliminated through observation and analysis.

Strategic leadership is the representation of the leader's ability to anticipate, foresee, strengthen and maintain flexibility to develop strategic change as needed. The main purpose of strategic leadership is to maximize the organization's ability to integrate and align the internal organizational environment and the external environment. Thus, it can be considered to have a positive effect on employee motivation. Organizations' managers should develop the habit of change in order to develop the competencies of strategic leadership. It also includes the thought process and style of leaders.

On the other hand, when looking at organizational mindfulness, it is seen that organizational goals are achieved faster with collective mindfulness. It is also thought that with organizational mindfulness, employees' error rates can be reduced, they can focus on their main activities and they can be flexible in the face of change. It is expected that the clues and results that emerged as a result of examining the effect of open innovation and strategic leadership on organizational mindfulness in this research will ensure that the necessary importance is given to the subject by employees, managers, employers, academicians and other interested parties.

Although many studies have been conducted on the open innovation, strategic leadership and organizational mindfulness mentioned above from past to present, there are not many studies examining the effect of open innovation and strategic leadership on organizational mindfulness. However, no research has been found in the literature evaluating the effect of open innovation and strategic leadership on organizational mindfulness. It is thought that determining the concept of organizational mindfulness by evaluating it with open innovation and strategic leadership will contribute to the employee organizing his/her own thoughts, reconsidering his/her life and organizational activities and gaining a different perspective on the organizational structure. Thus, in addition to determining the effect of open innovation and strategic leadership on organizational mindfulness of the employees of corporate enterprises operating in different sectors in Istanbul, this study also includes employee opinions on organizational mindfulness through a field survey. Therefore, it is expected that the employee profile of enterprises

with a corporate structure can be clearly seen within the framework of the research. On the other hand, it is expected that seeing how much mindfulness employees have in line with organizational activities will enable regulation in organizational activities.

As a result of the research, it is expected that employees of corporate businesses will realize how meaningful they see their jobs depending on their management level. In this case, it is possible to determine the meaningful sustainability of the organization's activities with the organizational mindfulness that will occur.

As a result, it is expected that the findings of this research will contribute to the following areas;

- It is thought that open innovation and strategic leadership will make many positive contributions to an employee's business life. At this point, it is aimed to determine whether open innovation and strategic leadership are sufficient on their own or whether they are reinforced with organizational mindfulness and their effect on the organizational structure. Therefore, in cases where open innovation and strategic leadership do not create a perception of organizational mindfulness in the lives of employees, organizations should review the organizational structure and correctly analyze the thoughts of employees on organizational mindfulness, which will allow the organizational structure to be evaluated with a new and different vision.
- Evaluating organizational mindfulness within the framework of employees and organizations will be able to enlighten businesses by drawing a picture of how much mindfulness affects employees in business life. Thus, since businesses will focus on the opinions and evaluations of their employees, it is possible to make attempts to increase employee motivation. In addition, by seeing the effects of how meaningful mindfulness is perceived on employees, businesses will be able to increase business efficiency through the priorities they give to strategic goals, provided that they reorganize the work by evaluating the harmony of administrative and operational activities.
- Since the uncertainty and variable structure of today's working conditions are directly related to organizational mindfulness, it is important for researchers who want to capture organizational dynamism to focus on the subject of mindfulness. The aspects of open innovation and strategic

leadership concepts that emphasize innovation and touch on the characteristics that should be present in today's business life increase the importance of the subject and make it necessary to research it further. At this point, it is thought that significant contributions can be made to businesses and relevant researchers who evaluate business life from the perspective of employees in line with the determination of the relationships of the concepts mentioned above with current organizational behavior issues.

3.3 ASSUMPTIONS AND LIMITATIONS OF THE STUDY

The assumptions of the research are stated below:

- It is assumed that the sample group determined for the research accurately represents the universe.
- It is assumed that the surveys to be used within the scope of the research provide data appropriate for the purpose of the research.
- It is assumed that the scales used in the research effectively measure the open innovation and strategic leadership levels of the employees and their perspectives on organizational mindfulness.
- It is assumed that the corporate employees are suitable for the meaning and importance of the subject within the scope of the research and that they are sufficiently informed about the subject.
- It is assumed that the individuals participating in the research give answers that reflect their real situations to the questions in the survey form.
- It is assumed that the participants are sufficient in terms of quality and quantity.

It is possible to benefit from the libraries of local and foreign universities, national thesis search links, printed books and journals, academic notifications, foreign theses open to internet access and web-based journals related to the subject. Since the number of corporate businesses operating in Türkiye and the company headquarters are mostly located in Marmara region, corporate businesses registered with Chamber of Commerce and Chamber of Industry were also included in the research. Another limitation of the research is that the senior employees of corporate businesses were taken into consideration. The reason for this is that the organizational mindfulness measurement tool can be applied to individuals who report to the company management and contribute to

the making of strategic decisions of the company and ensure the maintenance of the administrative functioning of the company. Therefore, the job positions in the questions investigating demographic characteristics in the research were created by taking this situation into account. Since they are generally senior managers, no detailed information has been provided regarding their income levels.

In addition, the years of seniority of the employees in the institution, the number of employees of the institution and the periods the institution has been in operation were also taken into consideration in the research. The reason for this is that the importance given by experienced companies and employees to strategic leadership and open innovation will contribute to organizational mindfulness.

The data of the participants in this research regarding demographic characteristics are limited to the answers they gave to the relevant questions. Within the scope of the research, participants' perceptions of open innovation, strategic leadership and organizational mindfulness are limited to the features measured by the scales.

The entire research is based on the impact of open innovation and strategic leadership on organizational mindfulness. All the information provided in the study has the potential to show the impact and importance of open innovation and strategic leadership and organizational mindfulness. However, in some cases, the study cannot provide detailed information about mobbing, technology, leadership method and strategy or its implementation. Using inappropriate or different methods from its purpose can also increase the problems and difficulties in front of the entire research article. This can create major problems and risk factors for the research to reach the desired growth and success. Similarly, not focusing on important factors can greatly reduce the importance of the entire research. All responsibility belongs to the researcher to focus on the improvement of the article by making all efforts and contributions. It is not possible to reach the growth and success determined with the appropriate findings of the entire article without collecting information from reliable sources, making a wider audience and conducting more detailed research.

3.4 TYPE AND MODEL OF THE RESEARCH

Scientific research is a process that primarily continues with selecting the topic, limiting the topic, creating a thesis statement (hypothesis), determining the method of the

research, preparing a temporary plan, creating a temporary bibliography, reading and taking notes and writing the text, preparing data collection tools, determining the statistical method (qualitative-quantitative) and writing a report (Seyidoğlu, 2003). It is seen that this study has a descriptive feature because it examines the relationships between variables with multiple-choice questions. Descriptive statistics include techniques such as frequency, percentage, central tendency measures, variability measures and correlation coefficients used to describe the characteristics of a group (Büyüköztürk, 2010). Depending on the situation of the problem, measurement tools consisting of surveys, interviews, observations, investigations, multiple-choice, open-ended, fill-in questions, etc. can be used in descriptive research. These measurement tools should be reliable and valid (Sönmez & Alacapınar, 2013).

The research model (or presentation) is the determination of the methods and processes to be used in collecting the necessary information and data for the research (Kurtuluş, 2008). As can be understood from this definition, the research model is the determination of the methods and tools with which the information and data will be collected, in other words, what the entire operational structure of the research is (Kurtuluş, 2008). In this research, the effect of open innovation and strategic leadership on organizational mindfulness is investigated. According to the model developed in accordance with the aim of the research, it is assumed that open innovation and strategic leadership have a strengthening effect on organizational mindfulness. In the research model, open innovation and strategic leadership are determined as independent variables and organizational mindfulness is determined as dependent variables. While creating the research model as at Figure 3.1, the sub-dimensions of open innovation, strategic leadership and organizational mindfulness variables were included in the field of examination based on the literature review.



Figure 3. 1 Research Model

3.5 RESEARCH QUESTIONS AND HYPOTHESES

The research question determined within the scope of the study in order to further contribute to the literature by improving the research results is shown below:

Determining the significant effect of open innovation and strategic leadership on organizational mindfulness and whether there is organizational mindfulness constitutes the main problem of the research.

A hypothesis is a proposition, statement or analysis put forward in relation to the problem under investigation, the truth or falsehood of which has not yet been tested, but which is already believed to be true. This proposition is tested by returning to the events in the later stages of the research and if it is confirmed by the facts, it becomes scientific (Seyidoğlu, 2003). However, in order for such information to develop in line with the purpose of science, it must be collected within more general and abstract models, as will be stated in more detail below. This constitutes the activity of establishing a model or theory (Seyidoğlu, 2003).

In this context, the hypotheses created within the scope of the research are presented below:

H1: Open innovation among employees has a role in creating organizational mindfulness.

H2: Strategic leadership among employees has a role in creating organizational mindfulness.

H3: Open innovation and strategic leadership among employees have a role in creating organizational mindfulness.

3.6 UNIVERSE AND SAMPLING OF THE RESEARCH

The sample selection method was used within the scope of the research. Sampling is the representation of a whole with a part selected from itself. Representing a main mass with a sample selected from it provides significant savings in terms of elements, materials and time and saves the researcher from unnecessary burden. Two prerequisites are required for sampling. One is that the sample has the ability to represent, the other is that the sample volume is large enough. While the ability to represent is that the sample can reflect the characteristics of the main mass from which it is selected without any deviation, the adequacy of the sample volume refers to a number that will provide confidence in the stability or generality of the characteristics determined by observations (Seyidoğlu, 2003). With the above features, quota and stratified sampling methods were used in this research. In quota sampling, which is a non-probability sampling type, a limited universe is classified according to certain variables predicted by the researcher in accordance with the aim of the research. The researcher divides the universe into similar subgroups in terms of the variables he/she selects and determines the number of units he/she will work with within the framework of his/her own possibilities. After the quota is determined, it is possible to interview the desired sample group from each defined subgroup, provided that it complies with the quota rate (Gökçe, 1988). In this study, the universe of the research was created by introducing the following quotas:

- Having a corporate structure
- Being registered with the Chamber of Commerce and/or Industry
- Operating in specific sectors

Within the framework of the above explanations, 140 corporate businesses registered with the Chamber of Commerce and/or Industry in Türkiye constitute the universe of the research. The total number of employees of the 140 businesses forming the universe of the research is estimated to be 160,000 on average. Sekaran (2003) states that the sample size to be taken for the main mass of 100,000 and above should be 384 people. In this context, the sample size of the study was determined as 395.

The stratified sampling method that will represent the universe in accordance with the specified quotas has been determined. Stratified sampling is used in cases where there are sub-layers or sub-unit groups in a universe with defined boundaries. Here, the universe has been studied based on the existence of sub-layers within the universe (Yıldırım &

Şimşek, 2005). The businesses determined within the scope of the research represent the sample to the extent that they represent the universe in terms of number, type and geography. Therefore, the number of samples determined with quotas has been formed by taking samples from each of the layers in proportion to their weight in the universe.

Table 3 1 Universe and Sample According to Stratified Sampling Method

Business Type	Number of Company	% Rate	Total Numbers of Employees	Sampling Number
Agriculture Forestry and Fishing	5	4,8%	160.000	19
Arts, Media and Entertainment	10	4,1%		16
Automotive	5	6,1%		24
Business and Finance	20	11,6%		46
Chemical	20	6,3%		25
Construction	10	6,1%		24
Education and Child Development	20	13,2%		52
Energy, Environment and Utilities	10	4,3%		17
Engineering and Architecture	5	4,8%		19
Food	10	4,6%		18
Information Technology	20	29,4%		116
Textile	5	4,8%		19
TOTAL	140	100%		395

In Table 3.1, the universe consists of the 395 of employees working in 12 different sectors. The percentage of these businesses in the total is expressed as ratios. According to the number of employees determined in the universe in the table, the sample size is determined as 395. Therefore, in order to reach a sufficient number of samples to represent the universe from each layer, the sample size of 395 is distributed according to the ratio of the number of employees in each sector in the universe. As a result of the evaluations made for the 450 surveys collected, 8 surveys were excluded from the analysis because they were not filled out at all and 47 surveys were excluded due to lack of response. Analysis was carried out with the survey obtained in this direction. Therefore, a total of 395 employees were evaluated. This study was conducted using the convenience sampling method and using data obtained from white-collar employees in the above-mentioned sectors.

3.7 DATA COLLECTION METHOD AND TOOL OF THE RESEARCH

The scientific nature of a study largely depends on the method it is based on. Methods such as surveys, on-site observations, interviews, experiments, statistical data, letters, memoirs, manuscripts, etc. constitute primary sources. Library research, on the other

hand, is more concerned with secondary sources (Seyidoğlu, 2003). Within the scope of this study, data on the impact of open innovation and strategic leadership on organizational mindfulness in corporate enterprises were collected from primary and secondary data sources. The survey method was determined as the data collection method in the study. A survey is an observation made by preparing a list of questions that the people from whom information will be obtained will directly read and answer (Seyidoğlu, 2003). The main purpose of determining this method is the development of computer-aided statistical programs today and the fact that the data obtained from surveys is relatively easy to process and analyze in these programs. Moreover, since each individual will answer the same set of questions, surveys are an ideal data collection tool for studies that need to be applied to a large number of people (Altunışık et al., 2010). At this point, the aim is to obtain information about the variables to be measured in the research through the questions that the participants will answer. The answers that the participants will give regarding open innovation, strategic leadership and organizational mindfulness are the main determinants of the course of the research. Thus, in order to reveal the current situation within the scope of the research problem, the studies conducted in the literature were examined and evaluated and the data obtained through the survey were analyzed. In this direction, a survey form consisting of Likert scale and multiple choice questions was prepared. These prepared options are numbered starting from 1 and 2,3,4,5 and correlation calculations are made between the total number given by each individual to the suggestions and the number given to each suggestion and weak suggestions are eliminated. Strong suggestions are interpreted (Aziz, 1990). Within the scope of this research, it is assumed that the mentioned businesses are managed in accordance with the predetermined management principles, the job descriptions and workflow are clearly defined and the activities carried out are measurable and manageable. In this direction, a wide range of individuals evaluated within the scope of employees in corporate businesses, from the newly hired employees of the company to senior managers, were considered. The scale, which constitutes the primary data source of the research, consists of four sections. Below, the demographic characteristics form, the validity and reliability studies of the Open Innovation Scale, the Strategic Leadership Scale and the Organizational Mindfulness Scale and the Factor analyses related to the scales are given as the data collection tools of the research.

3.8 FINDINGS

3.8.1 Demographic Characteristics Form

In the study, a demographic characteristics form was developed to determine demographic characteristics and how these characteristics are distributed in terms of different variables (Appendix-1). Using this form, demographic information was obtained through questions covering gender, age, marital status, educational status, position at work, total working hours and working hours at the last workplace. The distribution of the participants in Table 3.2 below.

Table 3 2 Demographic Information Form

Variables	Groups	Count (n)	Percent %
Sex	Male	229	58,0
	Female	166	42,0
Age	< 26	45	11,4
	26-30	154	26,6
	31-40	142	35,9
	41-50	54	13,7
	51 <	49	12,4
Marital Status	Married	257	65,3
	Single	121	30,7
	Other	17	4,0
Education	High School	26	6,6
	Associate degree	27	6,8
	Bachelor's	234	59,2
	Master's	90	22,8
	Doctorate	18	4,6
Total of Experience	1-2	69	17,5
	3-6	135	34,2
	7-10	82	20,8
	11-14	20	5,1
	15 <	89	22,5
Experience in Current Company	0-2	126	31,9
	3-6	152	38,5
	7-10	59	14,9
	11-14	18	4,6
	15 <	40	10,1
Choosing Own Profession	Yes	367	92,9
	No	28	7,1
Management Position	Yes	256	64,8
	No	139	35,2
Age of Company	1-10	82	20,8
	11-25	132	33,4
	26-50	131	33,2
	51-75	20	5,1
	75 <	30	7,6
TOTAL		395	100

When the distribution of the participants who participated in the study was examined according to their demographic characteristics, it was observed that 58% of the participants were male, 42.0% were female, 11.4% were 26 years of age or under, 26.6% were between 26-30 years of age, 35.9% were between 31-40 years of age, 13.7% were between 41-50 years of age and 12.4% were 51 years of age or over. It was determined that 65.3% of the participants were married, 30.7% were single and 4% were other. It was determined that 6.6% were high school graduates, 6.8% had an associate degree, 59.2% had a bachelor's degree 22.8% had a master's degree and 4.6% had a doctorate. It was determined that 17.5% of the participants had less than 3 years of total working time, 34.2% had 3-6 years, 20.8% had 7-10 years, 5.1% had 11-14 years and 22.5% had 15 years or more. It was also determined that 31.9% of the participants had worked in their current institution for less than 3 years, 38.5% had 3-6 years, 14.9% had 7-10 years, 4.6% had 11-14 years and 22.5% had worked in the same institution for more than 15 years. It was determined that 64.8% of the participants currently work as managers in their current institution, 35.2% do not work as managers, 92.9% choose their profession voluntarily, while 7.1% do not choose their profession voluntarily. It was determined that 20.8% of the institutions where the employees work have been in business for 1-10 years, 33.4% have been in business for 11-25 years, 33.2% have been in business for 26-50 years, 5.1% have been in business for 51-75 years and 7.5% have been in business for more than 75 years.

3.8.2 Organizational Mindfulness Scale Factor Analysis

The Organizational Mindfulness Scale was developed by Vogus and Sutcliffe (2007, 2012). The scale with nine items was created within the scope of the literature on collective mindfulness in Highly Reliable Organizations (HRO), which is expressed in five stages as taking proactive and preventive measures, being questioning and detailed, sensitivity to activities, commitment to flexibility and respect for expert opinion (Weick and Sutcliffe, 2001).

Nwankpa and Roumani (2014) examined how organizational trust and organizational mindfulness shape the use of the enterprise resource planning (ERP) system. The dimensions of trust, competence, openness and honesty, employee involvement, reliability and identity were taken into account in the study. The study was conducted

with 231 ERP system user participants. It was determined that organizational mindfulness, which creates a supportive infrastructure in businesses, is formed through organizational trust.

Ndubisi and Al-Shuridah (2019) conducted a study examining the relationship between organizational mindfulness, conscious organization, environmental sustainability and resource sustainability with the participation of 92 managers working in the oil industry. The research results determined that there is a direct relationship between conscious organization and environmental and resource sustainability. In addition, the study determined that conscious organization mediates the effect of organizational mindfulness on environmental and resource sustainability.

The Organizational Mindfulness Scale was developed by Vogus and Sutcliffe (2007, 2012). The scale with nine items was created within the scope of the mindfulness literature, which is expressed in five stages as taking proactive and preventive measures, being questioning and detailed, sensitivity to activities, commitment to flexibility and respect for expert opinion (Weick and Sutcliffe, 2001). In their research, Vogus and Sutcliffe (2007) verified the working behaviors of nurses in a hospital sample with the single-factor Organizational Mindfulness Scale. The validity and reliability study of the scale evaluated under one dimension was conducted in Turkey and it was determined that the reliability level of the scale was high with the value of $\alpha=0.926$ (Durmaz, 2019).

Table 3 3 Organizational Mindfulness-Descriptive Statistics

Organizational Mindfulness- Descriptive Statistics								
	N	Range	Mean	Std. Error	Std. Dev.	Variance	Skewness	Kurtosis
OM1	395	4	3,63	0,057	1,138	1,295	-0,787	-0,097
OM2	395	4	3,84	0,054	1,074	1,153	-0,883	0,318
OM3	395	4	3,73	0,053	1,060	1,125	-0,89	0,365
OM4	395	4	3,8	0,051	1,021	1,042	-0,848	0,427
OM5	395	4	3,88	0,05	0,994	0,988	-1,099	1,136
OM6	395	4	3,86	0,049	0,965	0,931	-0,935	0,959
OM7	395	4	3,86	0,048	0,954	0,911	-0,853	0,627
OM8	395	4	3,9	0,049	0,966	0,934	-0,915	0,813
OM9	395	4	3,94	0,049	0,965	0,93	-0,919	0,709

According to the analysis of normal distribution at Table 3.3, it was determined that the data follows a normal distribution based on the proximity between the measures of central tendency, such as mean and median and the values of kurtosis and skewness falling within the range of ± 2 (George & Mallery, 2010).

Table 3 4 Loading Values for Organizational Mindfulness Scale

Organizational Mindfulness - Total Variance Explained						
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
OM1	5,701	63,343	63,343	5,701	63,343	63,343
OM2	0,569	6,321	69,664			
OM3	0,493	5,48	75,144			
OM4	0,481	5,35	80,493			
OM5	0,426	4,728	85,221			
OM6	0,405	4,505	89,727			
OM7	0,352	3,907	93,634			
OM8	0,318	3,534	97,168			
OM9	0,255	2,832	100			

Extraction Method: Principal Component Analysis.

The Organizational Mindfulness Scale exhibits a single-factor structure with an eigenvalue greater than 1.00. The single-factor structure explains 63.343% of the total variance. It is known that the number of factors that cover 2/3 of the total variance related to the variables included in the analysis is considered as the number of significant factors. In addition, for social sciences, a value between 40% and 60% of the explained variance is considered sufficient (Scherer et al., 1988; Eroğlu, 2008). In this case, it can be said that the total variance is quite sufficient at Table 3.4.

3.8.2.1 Validity and Reliability Study

Table 3 5 Organizational Mindfulness Scale Reliability test Results

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,926	,927	9

Table 3.5 Cronbach's Alpha analysis was used to determine the internal consistency of the scale; when this value approaches 1, reliability is high (Liu-Thompkins, 2003; Gencel & Candan, 2015). In this case, it was determined that the reliability level of the scale was high ($\alpha=0.926$).

Table 3 6 Organizational Mindfulness Scale Factor Correlation

Organizational Mindfulness (OM) Statements		factor	Cronbach Alpha (α)
OM1	Our leaders effectively communicate the organization's vision and mission to all employees.	0,735	0,926
OM2	Our leaders are skilled at anticipating future trends and challenges.	0,816	
OM3	Our leaders foster a culture of innovation and creativity.	0,801	
OM4	Our leaders make strategic decisions that align with the organization's long-term goals.	0,791	
OM5	Our leaders are adept at managing organizational change.	0,793	
OM6	Our leaders encourage cross-functional collaboration and teamwork.	0,789	
OM7	Our leaders provide clear direction and support to achieve strategic objectives.	0,825	
OM8	Our leaders demonstrate a strong understanding of the competitive landscape.	0,797	
OM9	Our leaders actively seek input and feedback from employees at all levels.	0,813	

Table 3.6 was examined, it was determined that there was no item below 0.45 in the Organizational Mindfulness Scale, in which case it was decided that there was no need to remove the item from the scale.

When the relationship between the variables and the total scale is examined, the relationships indicate that the data set is suitable for factor analysis. When Table 3.6 is examined, it is seen that the relationship between the scale items and the total scale meets the relevant criterion. In Table 3.6, it is determined that the relationships between the items and the total scale are statistically significant between 0.735-0.825. These findings show that the relationship between the items in the scale and the total score is sufficient and that there is no problem in terms of consistency in the items.

Table 3 7 Organizational Mindfulness Scale KMO & Bartlett's Test
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,945
Bartlett's Test of Sphericity	Approx. Chi-Square	2175,571
	Df	36
	Sig.	<,001

As seen in Table 3.7, the KMO sample adequacy value being 0.945 and the Bartlett sphericity test being found at a significance level of $p < 0.01$ indicate that the sample size is sufficient and appropriate for factor analysis and the data are obtained from a multivariate normal distribution (Kan and Akbaş, 2005).

3.8.3 Open Innovation Scale Factor Analysis

The open innovation scale is a scale developed and used by Chesbrough and Brunswicker (2013) and revised by Roman Teplov (2018). It has become a scale containing 13 statements used to measure the level of open innovation application. This scale with 13 statements, 4 of which include outgoing open innovation and 9 of which include incoming open innovation, was used. For this purpose, the scale, which is based on open innovation activities in the field of business, is used to evaluate the level of open innovation application in the businesses where the participants work. The data collected from the sample of 395 participants was subjected to validity and reliability analyses. Open Innovation – Descriptive Statistics validity results for the entire sample group are given in Table 3.8 below.

Table 3 8 Open Innovation - Descriptive Statistics

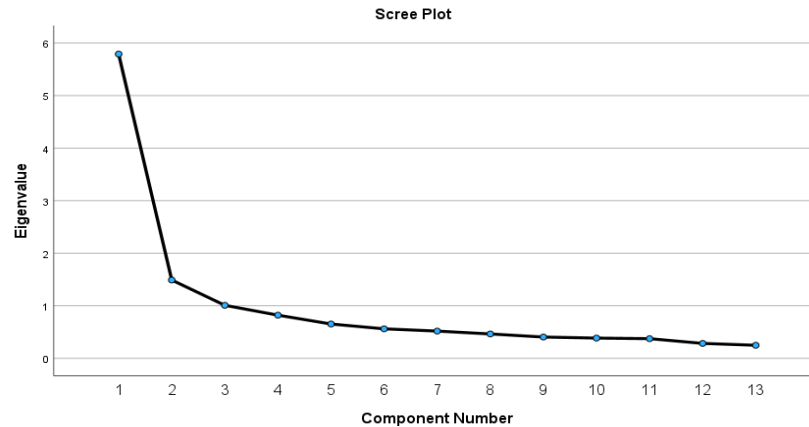
Open Innovation- Descriptive Statistics								
	N	Range	Mean	Std. Error	Std. Dev.	Variance	Skewness	Kurtosis
OI1	395	4	3,69	0,055	1,086	1,180	-0,843	0,205
OI2	395	4	3,68	0,059	1,173	1,375	-0,745	-0,201
OI3	395	4	3,39	0,064	1,262	1,594	-0,606	-0,613
OI4	395	4	3,39	0,066	1,302	1,695	-0,530	-0,798
OI5	395	4	3,63	0,058	1,149	1,320	-0,786	-0,057
OI6	395	4	3,74	0,058	1,148	1,319	-0,846	-0,005
OI7	395	4	3,13	0,069	1,378	1,898	-0,337	-1,173
OI8	395	4	3,62	0,060	1,189	1,414	-0,734	-0,237
OI9	395	4	3,87	0,054	1,075	1,155	-1,030	0,581
OI10	395	4	3,82	0,053	1,069	1,143	-0,902	0,397
OI11	395	4	3,90	0,052	0,908	0,824	-0,857	0,754
OI12	395	4	3,49	0,061	1,233	1,520	-0,715	-0,550
OI13	395	4	3,85	0,054	1,022	1,044	-0,735	0,025

According to the analysis of normal distribution at Table 3.8, it was determined that the data follows a normal distribution based on the proximity between the measures of central tendency, such as mean and median and the values of kurtosis and skewness falling within the range of ± 2 (George & Mallery, 2010).

Table 3 9 Loading Values for Open innovation Scale

Open Innovation - Total Variance Explained						
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
OI1	5,790	44,536	44,536	5,790	44,536	44,536
OI2	1,490	11,461	55,997	1,490	11,461	55,997
OI3	1,009	7,759	63,756	1,009	7,759	63,756
OI4	0,821	6,315	70,072			
OI5	0,653	5,021	75,093			
OI6	0,561	4,316	79,409			
OI7	0,518	3,985	83,394			
OI8	0,463	3,565	86,959			
OI9	0,405	3,115	90,074			
OI10	0,385	2,959	93,033			
OI11	0,374	2,875	95,908			
OI12	0,284	2,183	98,091			
OI13	0,248	1,909	100			

The Open Innovation Scale exhibits a three-factor structure with an eigenvalue greater than 1.00. The structure of the factors explains 63.756% of the total variance. It is known that the number of factors covering 2/3 of the total variance related to the variables included in the analysis is accepted as the number of significant factors. In addition, a value between 40% and 60% of the explained variance is considered sufficient for social sciences (Scherer et al., 1988; Eroğlu, 2008). In this case, it can be said that the total variance in Table 3.9 is quite sufficient.

**Figure 3. 2 Plot for Open Innovation & Sub-dimensions**

Another point evaluated in order to verify the factor structure in question is the scree plot test graph of the scale. In Figure 3.2, it is clearly seen that the break occurred after the first dimension and that all items provided logical integrity in terms of factor structure. It means that there are sub-dimensions on statements and scale. According to the statements given by the participants in the study, the open innovation scale has sub-

dimensions. When the dimensions are examined, it is observed that there are two sub-dimensions, the first of which is incoming innovation and the other is outgoing innovation.

3.8.3.1 Validity and Reliability Study

Table 3 10 Open Innovation Scale Reliability Test Results

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,854	,848	13

Table 3.10 Cronbach's Alpha analysis was used to determine the internal consistency of the scale; when this value approaches 1, reliability is high (Liu-Thompkins, 2003; Gencel & Candan, 2015). In this case, statistical results of the open innovation scale are shown in Table 3.10. In this case, it was determined that the reliability level of the scale was high ($\alpha=0.854$).

Table 3 11 Validity and Reliability Analysis

	Open Innovation (OM) Statements	factor	Cronbach Alpha (α)
OI1	Our organization actively seeks external knowledge and ideas to complement our internal R&D efforts.	0,607	0,854
OI2	We collaborate with external partners (e.g., universities, research institutions) for our innovation projects.	0,535	
OI3	We license out our patents or technological innovations to other organizations.	0,572	
OI4	Our organization frequently participates in innovation contests or hackathons.	0,628	
OI5	We utilize open-source software or tools in our product development processes.	0,584	
OI6	Our employees are encouraged to share their innovative ideas through open innovation platforms.	0,594	
OI7	We regularly acquire startups or small companies to access their innovative technologies.	0,497	
OI8	Our organization has a structured process for integrating external innovations into our operations.	0,732	
OI9	We engage with customers and users to co-create new products or services.	0,466	
OI10	We actively monitor and adopt emerging technologies from external sources.	0,621	
OI11	We participate in national and international R&D networks based on knowledge and technology sharing	0,971	
OI12	We offer intellectual property etc. assets to external stakeholders free of charge	0,757	
OI13	We sell unutilised / unused technologies	0,764	

The table 3.11 was examined and determined that there was no item below 0,45 in the open innovation scale, in which case it was decided that there was no need to remove the item from the scale.

When the relationship between the variables and the total scale is examined, the relationships indicate that the data set is suitable for factor analysis. In Table 3.11, it is determined that the relationships between the items and the total scale are statistically significant between 0.466-0.971. These findings show that the relationship between the items in the scale and the total score is sufficient and that there is no problem in terms of consistency in the items. When Table 3.11 is examined, it is seen that the relationship between the scale items and the total scale meets the relevant criterion.

Table 3 12 Open Innovation Mindfulness Scale KMO & Bartlett's Test
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,909
Bartlett's Test of Sphericity	Approx. Chi-Square	2318,056
	Df	78
	Sig.	<,001

In Table 3.12, the test was considered significant because the results in the KMO & Bartlett Test were 0.909 and the significant value was close to "0". KMO sample adequacy value being 0.909 and the Bartlett sphericity test being significant at $p < 0.01$ level of significance indicates that the sample size is suitable for factor analysis and the data are obtained from a multivariate normal distribution.

3.8.4 Strategic Leadership Scale Factor Analysis

The main purpose of management in the corporate structure is to shape the future by foreseeing it, to create the necessary strategic management approach for this and to authorize other managers and employees in this direction. To direct authorized leaders to innovative and creative goals in line with the organizational vision and to ensure strategic change in the competitive environment when necessary (Davies, 2004). Strategic leadership is a leadership concept that has entered the academic area with the strategic management approach. Strategic leadership as having many leadership roles and fulfilling the appropriate ones of these roles at the right time and under the right conditions

Thomson and Strickland (2001). Therefore, strategic leadership is a broad concept that includes other forms of leadership.

Strategic leaders need to skillfully select and apply four important strategic leadership behaviors, transformational, managerial, ethical and political (communication and resource provision) according to the right environment and situation (Pisapia, 2006). Strategic leadership is a multifactorial approach that emphasizes balances between transformational (changing the structure), managerial (maintaining the structure), existing political reality (providing resources and expanding the sphere of influence) and the ethical nature of the business and successful leaders should be expected to use these leadership characteristics more than unsuccessful leaders (Pisapia & Lin, 2011).

The results of the analyses based on the answers given to the survey conducted to define the strategic leader and determine the characteristics that a strategic leader should have, using the “Strategic Leadership Scale” developed by Davies Davies, B. J., & Davies, B. (2004), were interpreted.

The data collected from the sample of 395 participants was subjected to validity and reliability analyses. Strategic Leadership - Content validity results for the entire sample group are given in Table 3.13 below.

Table 3 13 Strategic Leadership - Descriptive Statistics

Strategic Leadership - Descriptive Statistics								
	N	Range	Mean	Std. Error	Std. Dev.	Variance	Skewness	Curtosis
SL1	395	4	3,92	0,051	1,015	1,03	-1,165	1,257
SL2	395	4	3,86	0,052	1,041	1,085	-0,938	0,468
SL3	395	4	3,85	0,053	1,049	1,1	-0,95	0,531
SL4	395	4	3,86	0,052	1,026	1,053	-0,742	0,013
SL5	395	4	3,75	0,052	1,033	1,066	-0,748	0,125
SL6	395	4	3,93	0,051	1,021	1,043	-0,815	0,161
SL7	395	4	3,84	0,052	1,03	1,062	-0,997	0,657
SL8	395	4	3,82	0,050	0,992	0,984	-0,799	0,337
SL9	395	4	3,86	0,053	1,051	1,105	-0,918	0,378
SL10	395	4	3,93	0,053	1,053	1,109	-0,967	0,488

According to the analysis of normal distribution at table 3.13, it was determined that the data follows a normal distribution based on the proximity between the measures of

central tendency, such as mean, median and the values of kurtosis and skewness falling within the range of ± 2 (George & Mallery, 2010).

Table 3 14 Loading Values for Strategic Leadership Scale

Strategic Leadership - Total Variance Explained						
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
SL1	6,671	66,708	66,708	6,671	66,708	66,708
SL2	0,546	5,548	72,166			
SL3	0,493	4,928	77,094			
SL4	0,434	4,339	81,433			
SL5	0,385	3,852	85,284			
SL6	0,341	3,407	88,691			
SL7	0,305	3,053	91,744			
SL8	0,297	2,972	94,716			
SL9	0,294	2,940	97,656			
SL10	0,234	2,344	100			

The Strategic Leadership Scale exhibits a single-factor structure with an eigenvalue greater than 1.00. The single-factor structure explains 66.708% of the total variance. It is known that the number of factors that cover 2/3 of the total variance related to the variables included in the analysis is considered as the number of significant factors. In addition, for social sciences, a value between 40% and 60% of the explained variance is considered sufficient (Scherer et al., 1988; Eroğlu, 2008). In this case, it can be said that the total variance is quite sufficient at Table 3.14.

3.8.4.1 Validity and Reliability Study

Table 3 15 Strategic Leadership Scale Reliability Test Results

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,944	,945	10

The statistical results of the Strategic Leadership scale are shown in Table 3.15. In this case, it was determined that the reliability level of the scale was high ($\alpha=0.944$).

Table 3 16 Validity and Reliability Analysis

	Strategic Leadership (SL) Statements	factor	Cronbach Alpha (α)
SL1	Our leaders effectively communicate the organization's vision and mission to all employees.	0,604	0,944
SL2	Our leaders are skilled at anticipating future trends and challenges.	0,697	
SL3	Our leaders foster a culture of innovation and creativity.	0,689	
SL4	Our leaders make strategic decisions that align with the organization's long-term goals.	0,681	
SL5	Our leaders are adept at managing organizational change.	0,659	
SL6	Our leaders encourage cross-functional collaboration and teamwork.	0,666	
SL7	Our leaders provide clear direction and support to achieve strategic objectives.	0,698	
SL8	Our leaders demonstrate a strong understanding of the competitive landscape.	0,662	
SL9	Our leaders actively seek input and feedback from employees at all levels.	0,631	
SL10	Our leaders are committed to continuous learning and professional development.	0,693	

When the relationship between the variables and the total scale is examined, the relationships show that the data set is suitable for factor analysis. When Table 3.16 is examined, it is seen that the relationship between the scale items and the total scale meets the relevant result. In Table 3.16, it is determined that the relationships between the items and the total scale are statistically significant between 0.604-0.698. These findings show that the relationship between the items in the scale and the total score is sufficient and that there is no problem in terms of consistency in the items. In Table 3.17, the test can be considered significant because the results in the KMO & Bartlett Test are 0.957 and the significance value is close to "0".

Table 3 17 Strategic Leadership Scale KMO & Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.				,957
Bartlett's Test of Approx. Chi-Square Sphericity				2867,626
			df	45
			Sig.	<,001

KMO sample adequacy value being 0.957 and the Bartlett sphericity test being significant at $p < 0.01$ level of significance indicates that the sample size is suitable for factor analysis and the data are obtained from a multivariate normal distribution.

3.9 METHODS USED IN DATA ANALYSIS

Independent variables in a business process cause dependent variables to emerge. Dependent variables and independent variables are perceived as values that change depending on each other. Dependent variables are variables that are observed to change in response to independent variables. Independent variables are variables that cause a conscious change in dependent variables.

Continuous variables are number-based variables that are determined by measurement and do not take definite values and can consist of all numbers within a certain range or infinitely possible. Ratio variables are included in this group.

Necessary tests and analyzes regarding the relevant hypotheses are carried out using the SPSS (Statistical Package for Social Sciences) program and Excel statistics, which is widely used in the evaluation of research results related to social sciences within the scope of the research. Hypotheses are generally propositions related to the characteristics of the masses. These characteristics are often parameters (Ünver et al., 2016). The claims (propositions) put forward by the researcher about the population parameter or the parameters of the populations are generally known as alternative or opposing hypotheses and are indicated with the **H** notation (Ünver et al., 2016). Descriptive statistics include techniques such as frequency, percentage, central tendency measures, variability measures and correlation coefficients used to describe the characteristics of a group (Büyüköztürk, 2010). In this study, since there is more than one variable in determining the relationship and analyzing the research results, Pearson Correlation and Spearman correlations, Chi-square and Loglinear analyses were performed and emphasis was placed on Friedman tests. In addition, validity and reliability studies of the scales were

conducted. In the reliability study, internal consistency was examined with item analysis, item total correlation analysis, item discrimination analysis and Cronbach Alpha coefficient. As the distribution of the obtained data was normal, test was applied to compare more than two groups.



4. ANALYSIS OF DATA AND FINDINGS

In this part of the research, the data obtained from the measurement tools. In this part of the research, the data obtained from the measurement tools.

4.1 FINDINGS WITH OPEN INNOVATION SCALE

In this section, the findings regarding the Open Innovation Scale were included and the relationship between the independent and dependent variables was examined and the relevant tests were performed by considering t-tests, total explanatory variance tests and significance values. The findings regarding the determined factors were also included in the evaluation.

Table 4 18 Normality Test for Open Innovation

Kolmogorov-Smirnova						
Scale	Statistic	sd	Sig.	Median	Skewness	Kurtosis
OIMEAN	0,096	0,698	0,001	3,69	-0,707	0,329

According to the analysis of normal distribution at table 4.18, it was determined that the data follows a normal distribution based on the proximity between the measures of central tendency, such as mean, median and the values of kurtosis and skewness falling within the range of ± 2 (George & Mallery, 2010).

Table 4 19 Open Innovation Scale for Factor Correlation

Artical / Scale (Open Innovation)	AVERAGE (μ)	Standard Deviation (SD)
1 - Our organization actively seeks external knowledge and ideas to complement our internal R&D efforts.	3,69	1,08
2 - We collaborate with external partners (e.g., universities, research institutions) for our innovation projects.	3,68	1,17
3 - We license out our patents or technological innovations to other organizations.	3,39	1,26
4 - Our organization frequently participates in innovation contests or hackathons.	3,39	1,30
5 - We utilize open-source software or tools in our product development processes.	3,63	1,15
6 - Our employees are encouraged to share their innovative ideas through open innovation platforms.	3,74	1,15
7 - We regularly acquire startups or small companies to access their innovative technologies.	3,13	1,38

8 - Our organization has a structured process for integrating external innovations into our operations.	3,62	1,37
9 - We engage with customers and users to co-create new products or services.	3,87	1,19
10 - We actively monitor and adopt emerging technologies from external sources.	3,82	1,08
11- National and international technology sharing with external R&D networks	3,90	0,91
12- Intellectual property etc. available to external stakeholders free of charge	3,49	1,23
13-Selling unutilised / unused technologies	3,85	1,02
	3,63	1,18

In Table 4.19, it was determined that the open innovation level of the participants was ($x=3,63$) at a high level and significant. It was determined that the item with the highest open innovation level was " National and international technology sharing with external R&D networks" with an average of 3,90. Among the descriptive findings, it was determined that the item with the lowest level was " We regularly acquire startups or small companies to access their innovative technologies." with an average of 3,13.

4.2 FINDINGS WITH STRATEGIC LEADERSHIP SCALE

In this section, the findings regarding the Strategic Leadership Scale were included and the relationship between independent and dependent variables was examined and the relevant tests were performed by considering t-tests, total explanatory variance tests and significance values. The findings regarding the determined factors were also included in the evaluation.

Table 4 20 Normality Test for Strategic Leadership

Kolmogorov-Smirnova						
Scale	Statistic	sd	Sig.	Median	Skewness	Kurtosis
SLMEAN	0,148	0,842	0,001	4,000	-1,084	1,137

According to the analysis of normal distribution at table 4.20, it was determined that the data follows a normal distribution based on the proximity between the measures of central tendency, such as mean, median and the values of kurtosis and skewness falling within the range of ± 2 (George & Mallery, 2010).

Table 4 21 Strategic Leadership Scale for Factor Correlation

Artical / Scale (Strategical Leadership)	AVERAGE (μ)	Standard Deviation (SD)
1 - Our leaders effectively communicate the organization's vision and mission to all employees.	3,91	1,02
2 - Our leaders are skilled at anticipating future trends and challenges.	3,85	1,05
3 - Our leaders foster a culture of innovation and creativity.	3,84	1,05
4 - Our leaders make strategic decisions that align with the organization's long-term goals.	3,85	1,03
5 - Our leaders are adept at managing organizational change.	3,74	1,04
6 - Our leaders encourage cross-functional collaboration and teamwork.	3,91	1,03
7 - Our leaders provide clear direction and support to achieve strategic objectives.	3,83	1,03
8 - Our leaders demonstrate a strong understanding of the competitive landscape.	3,81	1,00
9 - Our leaders actively seek input and feedback from employees at all levels.	3,86	1,05
10 - Our leaders are committed to continuous learning and professional development.	3,91	1,06
	3,85	1,04

In Table 4.21, it was determined that the strategic leadership level of the participants was ($x=3.85$) at a high level and significant. It was determined that the item with the highest open strategic leadership level were " Our leaders effectively communicate the organization's vision and mission to all employees.", " Our leaders encourage cross-functional collaboration and teamwork." And " Our leaders are committed to continuous learning and professional development." with an average of 3,91. Among the descriptive findings, it was determined that the item with the lowest level was " Our leaders are adept at managing organizational change." with an average of 3,74.

4.3 FINDINGS WITH ORGANIZATIONAL MINDFULNESS SCALE

In this section, the findings regarding the Organizational Mindfulness Scale were included and the relationship between independent and dependent variables was examined and the relevant tests were performed by considering t-tests, total explanatory

variance tests and significance values. The findings regarding the determined factors were also included in the evaluation.

Table 4 22 Normality Test for Organizational Mindfulness

Kolmogorov-Smirnova						
Scale	Statistic	sd	Sig.	Median	Skewness	Kurtosis
OMMEAN	0,119	0,806	0,000	4,000	-1,024	1,325

According to the analysis of normal distribution at table 4.22, it was determined that the data follows a normal distribution based on the proximity between the measures of central tendency, values of kurtosis and skewness falling within the range of ± 2 .

Table 4 23 Organizational Mindfulness Scale for Factor Correlation

Artical / Scale (Organizational Mindfulness)	AVERAGE (μ)	St.Deviation (SD)
1 - There is data that shows the potential of the talents and skills of each employee in our company.	3,62	1,14
2 - We talk about mistakes and how to learn from them.	3,84	1,07
3 - We discuss our unique talents with each other to see which of us has the expert skills and knowledge on the subject.	3,73	1,06
4 - We talk about alternatives for how to conduct our regular business activities.	3,79	1,02
5 - When we discuss problems that arise with our colleagues, we usually talk about what we need to pay attention to.	3,88	0,99
6 - When we attempt to eliminate a problem, we benefit from our employees' unique talents.	3,85	0,97
7 - We take the time to clearly define the activities that we do not want to fail.	3,86	0,95
8 - When a mistake occurs, we discuss "how we could have prevented it before it happened".	3,89	0,97
9 - When a crisis occurs, we use our common expertise specific to the organization to take action towards a solution.	3,94	0,96
	3,82	0,81

In Table 4.23, it was determined that the oragnizational mindfulness level of the participants was ($x=3,82$) at a high level and significant. It was determined that the item with the highest open strategic leadership level was "When a crisis occurs, we use our common expertise specific to the organization to take action towards a solution." Among the descriptive findings, it was determined that the item with the lowest level was " There is data that shows the potential of the talents and skills of each employee in our company." with an average of 3,62.

4.4 SUMMARY OF THE FINDINGS OBTAINED IN THE RESEARCH

4.4.1 Effect of Open Innovation on Organizational Mindfulness

In this section of the research, the 1th hypothesis belonging to the first model of the study is included and the findings regarding whether the hypothesis "Open innovation plays a role in creating organizational mindfulness among employees" is significant or not included. In our study, categorical data were previously subjected to t-test, ordinal data were subjected to test and then normality tests of all data were examined. Thus, conclusions were reached regarding whether the data was normally distributed. In addition, averages were taken on all scales and subjected to linear tests and normality tests. In order to check the data that was not normally distributed, non-parametric tests were also performed, but the results were in accordance with normal distribution.

The correlation coefficient takes a value between -1 and +1, the magnitude of the absolute value of the coefficient represents the strength of the relationship between the variables (Newbold et al., 2013). Composite Reliability coefficients (CR) are greater than the threshold value of 0.70 recommended for the entire scale. The average variance extracted (AVE) coefficient is also above the value of 0.50 recommended for all scales (Fornell & Larcker, 1981). In the light of all these data and evaluations, it was concluded that the results were valid and reliable. We can see the histogram on Figure 4.1. The distribution of the data is bell-curve shaped and normally distributed.

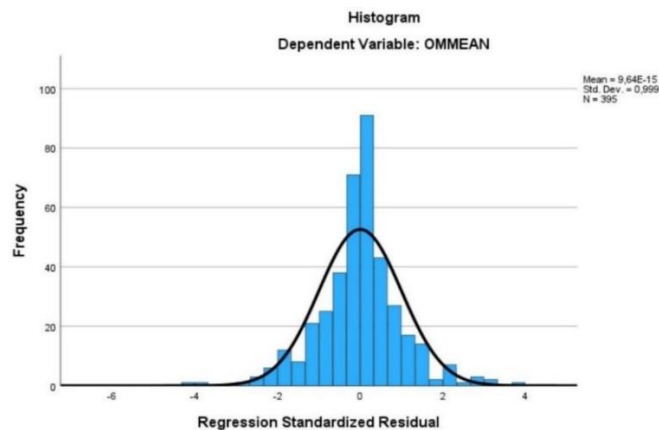


Figure 4. 1 Histogram for OI-OM

Durbin-Watson coefficient to understand whether the errors are independent of each other. The coefficient should take a value between 0-4. In our study, it was found to be 1.968. We can say that the errors are independent of each other.

Since the significance value is $p < 0.05$ (Sig. 0.000). We can say that open innovation has a significant effect on organizational mindfulness. Since the β value in the Coefficient table is 0.70, we can see that 95% confidence interval value for β is 0.69 and 0.74. Also, since the significance value is again $p < 0.05$, we can assume that the result is correct.

Correlation is used to show whether there is a relationship between variables and if so, the direction and strength of this relationship. The most commonly used type in research is Pearson correlation, which is used to determine the direction and strength of the relationship between variables measured at equal intervals or in proportions. Its value is a coefficient between +1 and -1. When Pearson Correlation is greater than 0.70, it is considered that the relationship is high (Büyüköztürk, Çokluk Bökeoğlu and Köklü, 2009). When we examine the relationship between the two variables with the correlation coefficient, we see that the result is 0.70 according to the Pearson correlation model. We can say that there is a positive relationship between these two variables. Because, according to the values, when open innovation increases by 70%, it provides a 70% increasing effect on organizational mindfulness. Or, in the same way, when open innovation decreases by 70%, it can be expected that there will be a decrease in organizational mindfulness at the same rate. Since $p < 0.05$ (1-tailed Sig. 0.000), we can say that the relationship is statistically significant and meaningful at Table 4.24 and 4.25.

Table 4 24 Correlation Analysis of OI-SL on OM

Variables	Descriptive Statistics				Correlation		Model
	Mean	N	Pearson Correlation	Sig. (1-tailed)	R	R ²	Durbin Watson
OMMEAN	3,827	395	1	1	0,83	0,70	2,038
SLMEAN	3,864	395	0,83	0,000	0,85	0,72	2,059
OIMEAN	3,589	395	0,70	0,000	0,70	0,49	2,018

Table 4 25 Relationship between Variables

Coefficients ^a						95,0% Confidence Int. for β		
Variables	OIMEAN	β	Std. Error	Std. β Coefficients	<i>t</i>	Sig.	Lower Bond	Upper Bond
St. Residual	-2,46	0,70	0,03	0,69	19,19	,000 ^b	0,69	0,74
Cook's	0,00	0,17	0,00	0,01				

a. Predictors: (Constant), OIMEAN

b. Dependent Variable: OMMEAN

According to the coefficient determination result of $R = 0.70$ and $R^2 = 0.49$, we can say that 49% of open innovation and organizational mindfulness are explained or affected by open innovation.

As a result, we cannot reject the hypothesis **H₁** “Open innovation plays a role in creating organizational mindfulness among employees” as a result of the values found and we can say that the hypothesis that open innovation plays an effective role in creating organizational mindfulness.

Table 4 26 Regression Analysis of OI Effect on OM

Variable	B	Std. Error	t	p
Constant	0,936	0,156	5,994	<,001b
Open Innovation	0,796	0,042	18,844	
R ² = 0,475			VIF= 1,968	
F= 355,089; p=<,001b			Durbin-Watson= 1,995	
Dependent: Organizational Mindfulness				
Independent: Open Innovation				

In the regression analysis at Table 4.26 and according to the descriptive statistics values at Table 4.8, the organizational mindfulness scale average is 3.827, and the open innovation scale average is 3.589. The Standard Residual value is between a minimum of -2.46 and a maximum of 0.70, and the Cook distance value is 0.17. Therefore, we can say that there is no extreme value in our data.

Table 4 27 Descriptive Statistics for OI-OM

Variables	Descriptive Statistics				Correlation		Model
	Mean	N	Pearson Correlation	Sig. (1-tailed)	R	R ²	Durbin Watson
OMMEAN	3,827	395	1	,000b	0,70	0,49	2,029
OIMEAN	3,589	395	0,70	1			

We see that the variables at Figure 4.2 and Figure 4.3 plots are on a linear shape that rises to the right. Our variables lie parallel to the line in this graph. We can say that the variables are in a homoscedastic structure with equal variance.

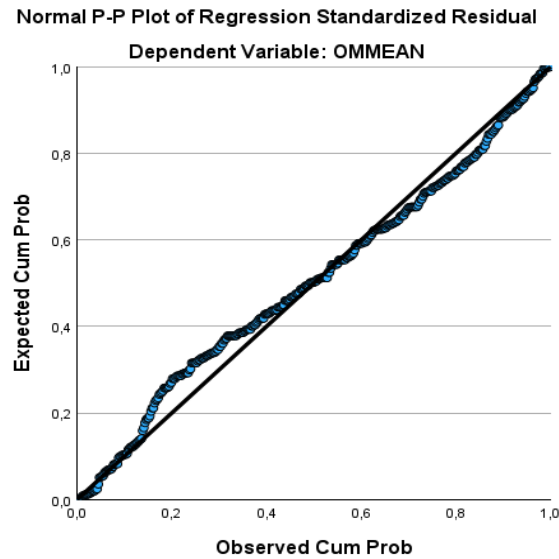


Figure 4. 2 Regression P-Plot

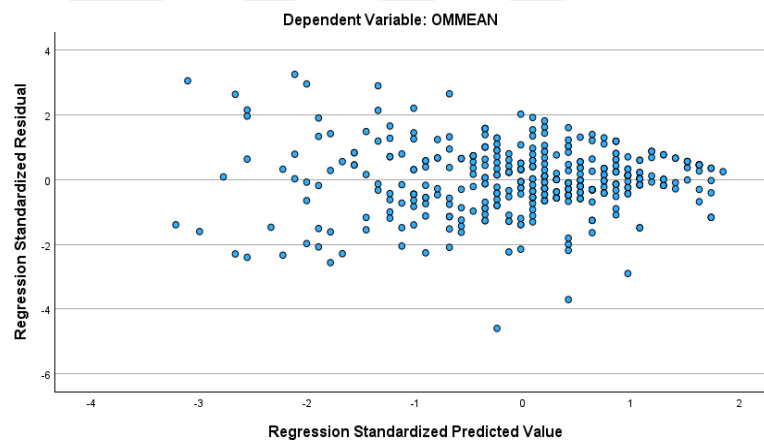


Figure 4. 3 Scatter Plot

We can say that the relationship is statistically significant and meaningful between open innovation and organizational mindfulness at Table 4.27.

Table 4 28 Coefficient Relationship between Variables

		Coefficients ^a				95,0% Confidence Int. for β		
Variables	OIMEAN	β	Std. Error	Std. β Coefficients	<i>t</i>	Sig.	Lower Bond	Upper Bond
St. Residual	-2,46	0,70	0,03	0,69	19,19	,000 ^b	0,69	0,74
Cook's	0,00	0,17	0,00	0,01				

a. Predictors: (Constant), OIMEAN

b. Dependent Variable: OMMEAN

According to the coefficient determination result of $R = 0.70$ and $R^2 = 0.49$, we can say that 49% of open innovation and organizational mindfulness are explained or affected by open innovation t Table 4.28.

As a result, we cannot reject the hypothesis **H1** “Open innovation plays a role in creating organizational mindfulness among employees” as a result of the values found and we can accept the hypothesis that open innovation plays an effective role in creating organizational mindfulness.

4.4.2 Effect of Strategic Leadership on Organizational Mindfulness

In this section of the research, the 2th hypothesis belonging to the second model of the study is included and the findings regarding whether the hypothesis "Strategic leadership plays a role in creating organizational mindfulness among employees" is significant or not included.

We can see histogram on Figure 4.4. The distribution of the data is bell-curve shaped and normally distributed.

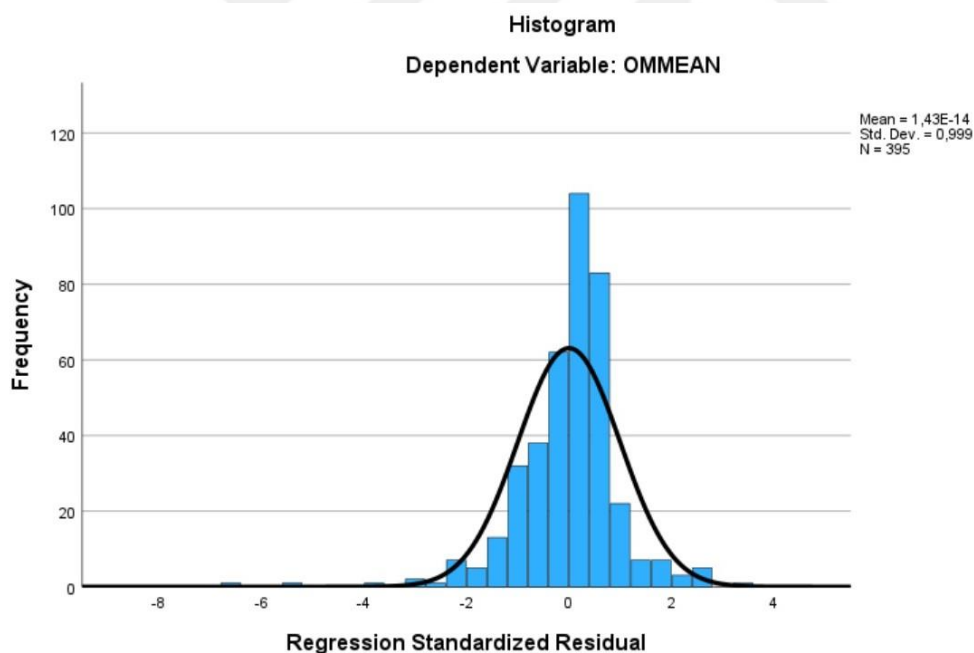


Figure 4. 4 Histogram for SL-OM

When we examine the histogram Figure 4.4, and the errors are normally distributed because it's similar to a bell curve. Therefore, there is a linear relationship between the variables and the linearity condition is met.

Table 4 29 Coefficient relationship between Variables

Variables	Coefficients ^a				95,0% Confidence Int. for β			
	SLMEAN	β	Std. Error	Std. β Coefficients	<i>t</i>	Sig.	Lower Bond	Upper Bond
St. Residual	-2,93	0,74	0,03	0,83	6,96	,000 ^b	0,71	0,82
Cook's	0,00	0,11	0,00	0,03				

a. Predictors: (Constant), SLMEAN

b. Dependent Variable: OMMEAN

According to the coefficient determination result of $R = 0.83$ and $R^2 = 0.70$, we can say that 70% of organizational mindfulness explained or affected by strategic leadership at Table 4.29.

Table 4 30 Regression Analysis of SL Effect on Organizational Mindfulness

Variable	B	Std. Error	t	p
Constant	0,734	0,105	6,992	<,001b
Strategic Leadership	0,801	0,027	30,135	

$R^2 = 0,699$
 $F = 910,558$
 $p = <,001b$
 Dependent: Organizational Mindfulness
 Independent: Strategic Leadership

VIF= 1,863
Durbin-Watson= 2,055

In the regression analysis at Table 4.30, according to the descriptive statistics values at Table 4.31, the organizational mindfulness scale average is 3.827, and the strategic leadership scale average is 3.864. The Standard Residual value is between a minimum of -2.93 and a maximum of 0.74, and the Cook distance value is 0.11. Therefore, we can say that there is no extreme value in our data.

Table 4 31 Descriptive Statistic for SL-OM

Variables	Descriptive Statistics				Correlation		Model
	Mean	N	Pearson Correlation	Sig. (1-tailed)	R	R ²	Durbin Watson
OMMEAN	3,827	395	0,80	,000 ^b	0,83	0,70	2,059
SLMEAN	3,862	395	0,84	1			

We see that the variables at Figure 4.5 and Figure 4.6 plots are on a linear shape that rises to the right. Our variables lie parallel to the line in this graph. We can say that the variables are in a homoscedastic structure with equal variance.

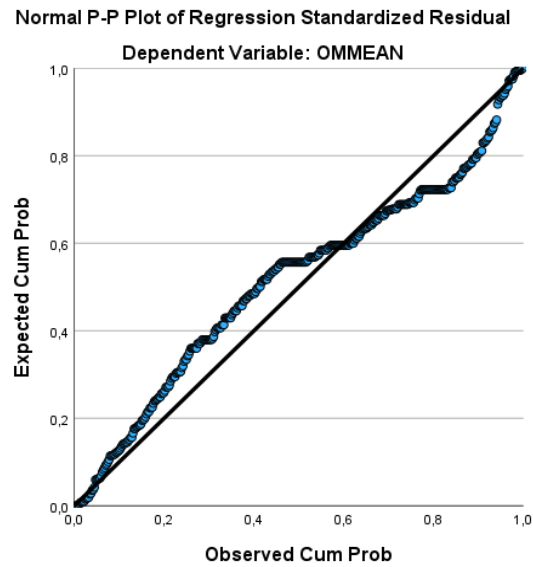


Figure 4.5 Regression P-Plot

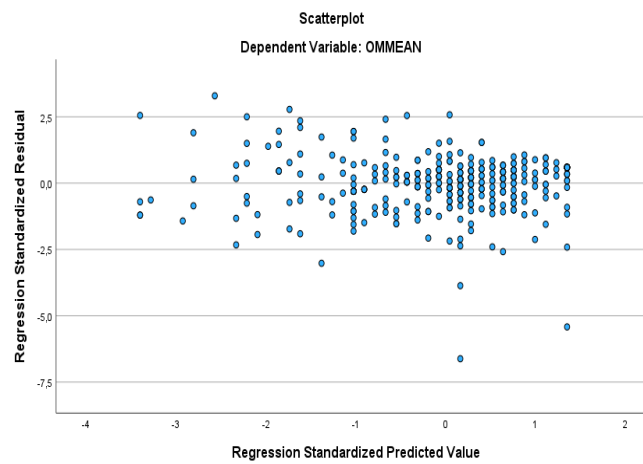


Figure 4.6 Scatter Plot

We say that the relationship is statistically significant and meaningful between strategic leadership and organizational mindfulness at Table 4.32.

Table 4 32 Coefficient Relationship between Variables

Variables	SLMEAN	Coefficients ^a			<i>t</i>	Sig.	95,0% Confidence Int. for β	
		β	Std. Error	Std. β Coefficients			Lower Bond	Upper Bond
St. Residual	-2,93	0,74	0,03	0,83	6,96	,000 ^b	0,71	0,82
Cook's	0,00	0,11	0,00	0,03				

a. Predictors: (Constant), SLMEAN

b. Dependent Variable: OMMEAN

According to the coefficient determination result of $R = 0.74$ and $R^2 = 0.55$, we can say that 55% of strategic leadership and organizational mindfulness are explained or affected by strategic leadership at Table 4.32.

As a result, we cannot reject the hypothesis **H2** “Strategic leadership plays a role in creating organizational mindfulness among employees” as a result of the values found and we can say the hypothesis can acceptable strategic leadership plays an effective role in creating organizational mindfulness.

4.4.3 Effect of OI and SL on Organizational Mindfulness

In this section of the research, the findings regarding whether the 3th hypothesis, “Open innovation and Strategic Leadership play a role in creating organizational Mindfulness among employees”, which is the main subject of the study, is significant or not are included.

We can see it on the histogram at Figure 4.7. The distribution of the data is bell-curve shaped and normally distributed.

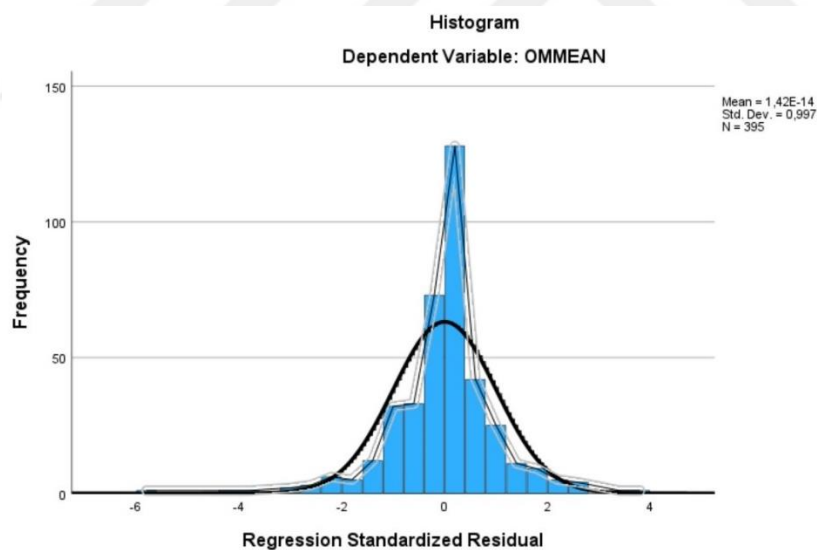


Figure 4.7 Histogram for OI-SL-OM

When we examine the histogram Figure 4.7, and the errors are normally distributed because it's similar to a bell-curve. Therefore, there is a linear relationship between the variables and the linearity condition is met.

Table 4 33 Coffecient Relationship between Variables

Variables	Coefficients ^a				95,0% Confidence Int. for β			
	SLMEAN	β	Std. Error	Std. β Coefficients	<i>t</i>	Sig.	Lower Bond	Upper Bond
St. Residual	-2,93	0,74	0,03	0,83	6,96	,000 ^b	0,71	0,82
Cook's	0	0,11	0	0,03				
Variables	OIMEAN	β	Std. Error	Std. β Coefficients	<i>t</i>	Sig.	Lower Bond	Upper Bond
St. Residual	-2,44	0,68	0,04	0,65	5,67	,000 ^b	0,61	0,73
Cook's	0	0,03	0	0,03				

a. Predictors: (Constant), SLMEAN, OIMEAN

b. Dependent Variable: OMMEAN

According to the coefficient determination result of $SL-R^2 = 0.72$, $OI-R^2 = 0.49$, We can say that the effect of organizational mindfulness on employees is explained or influenced by 72% of strategic leadership and 49% by open innovation. Also, organizational mindfulness affected by both of strategic leadership and open innovation on 60.5%. at Table 4.33.

Table 4 34 Descriptive Statistics for OI-SL-OM

Variables	Descriptive Statistics				Correlation		Model
	Mean	N	Pearson Correlation	Sig. (1-tailed)	R	R ²	Durbin Watson
OMMEAN	3,827	395	1	1	0,83	0,70	2,038
SLMEAN	3,864	395	0,83	0,000	0,85	0,72	2,059
OIMEAN	3,589	395	0,70	0,000	0,70	0,49	2,018

Table 4 35 Regression Analysis of OI-SL-OM

Variable	B	Std. Error	t	p
Constant	0,369	0,117	3,142	<,001b
Strategic Leadership	0,657	0,035	18,83	<,001b
Open Innovation	0,254	0,042	6,037	<,001b
R ² = 0,475			VIF= 1,882 - 1,882	
F= 355,089; p=<,001b			Durbin-Watson= 2,045	
Dependent: Organizational Mindfulness				
Independent: Open Innovation & Strategic Leadership				

In the regression analysis at Table 4.34, according to the descriptive statistics values at Table 4.35, the organizational mindfulness scale average is 3.827, open innovation

scale 3,589 and the strategic leadership scale average is 3.864. Therefore, we can say that there is no extreme value in our data.

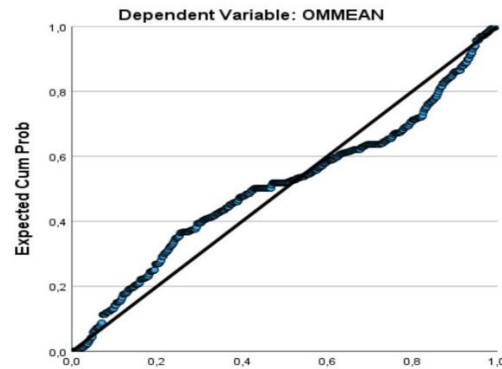


Figure 4.8 Linear Graph for OI-SL and OM

Figure at 4.36, variables are on a linear shape that rises to the right. Our variables lie parallel to the line in this graph. We can say that the variables are in a homoscedastic structure with equal variance.

As a result, we cannot reject the hypothesis **H3** “Open innovation and strategic leadership among employees play a role in creating organizational mindfulness.” as a result of the values found and we can accept the hypothesis that Strategic Leadership and open innovation plays an effective role in creating organizational mindfulness.

4.4.4 Summary of Findings Regarding Hypothesis

Table 4 36 Hypothesis Results

Hypothesis	Result
H1: Open innovation among employees has a role in creating organizational mindfulness.	Accepted
H2: Strategic leadership among employees has a role in creating organizational mindfulness.	Accepted
H3: Open innovation and strategic leadership among employees have a role in creating organizational mindfulness.	Accepted

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 DISCUSSION ON RESEARCH

This section delves into the findings of this study by focusing on the impact of open innovation and strategic leadership on organizational mindfulness. This study explored various aspects related to the impact of open innovation and strategic leadership on organizational mindfulness and their roles in shaping it through three main objectives.

Objectives:

I. The impact of open innovation on organizational mindfulness from the perspective of employees.

II. The impact of strategic leadership on organizational mindfulness from the perspective of employees.

III. The impact of open innovation and strategic leadership simultaneously on organizational mindfulness from the perspective of employees.

We will evaluate these effects in two separate sections, organizationally and academically.

Organizationally;

The first objective was to understand employees' perception of open innovation in the context of organizational mindfulness. The results of this study are consistent with similar studies by revealing a significant positive relationship between open innovation and organizational mindfulness (Yalçınkaya, 2010).

It confirms that employees who demonstrate higher levels of open innovation perception have stronger organizational mindfulness and exhibit strategic leadership skills in the same way. These findings emphasize the critical role of open innovation in shaping and developing mindfulness practices in today's organizations, thus emphasizing its importance for strategic leadership.

The second objective was to understand employees' perceptions of strategic leadership in the context of organizational mindfulness. It focused on investigating the impact of strategic leadership on knowledge acquisition and communication. The findings of the study confirm previous research indicating that it facilitates knowledge acquisition and supports effective communication between leaders and employees (Brown and Williams, 2014). Leaders with strategic thinking and acting skills are more

successful in knowledge acquisition and dissemination, which is a vital aspect for a successful organizational structure in a rapidly evolving business environment.

In addition, the third objective was to investigate the impact of open innovation and strategic leadership on organizational mindfulness from the employees' perspective. It aimed to investigate the potential impact of the relationship between open innovation and strategic leadership and organizational mindfulness.

The study conducted by Uğurluoğlu and Çelik in 2009 revealed that open innovation and strategic leadership factors increase organizational mindfulness through their impact on employees.

When we consider their academic impacts,

Najar et al. (2020) proposed a conceptual model of intellectual capital (IC) and open innovation (OI). Their study reveals findings that technological capital and human capital have a positive effect on incoming OI and relational capital has a positive effect on outgoing OI. This is consistent with the results found in our study depending on the mindfulness of employees.

Another study aimed to understand whether the model based on open innovation is a better choice among all other models. (Mohamed, I. 2017). As a result, strategies play a very important role in determining the form of the innovation process. This is consistent with the results found in our study in terms of the mindfulness of the organization along with the open innovation practices of strategic leaders.

Another study aims to determine whether strategic leadership has an effect on intellectual capital (Durmaz and Demir, 2022). As a result, intellectual capital needs to be managed well and the strategic leadership model needs to be adopted. This is consistent with the results found in our study in terms of the mindfulness of the organization along with the open innovation practices of strategic leaders.

In a study conducted on the concept of strategic leadership and the contributions of strategic leadership behavior to businesses (Doğan and Özdemir, 2021), it was revealed that leaders are needed to protect businesses from the effects of negativities or crises and to enable them to overcome difficulties.

In a study (Yücel, 2020), it was aimed to examine the effects of open innovation practices on the courage and performance of employees.

The findings obtained as a result of the analysis reveal that open innovation directly increases the courage and workplace development levels of employees working in the R&D and innovation process along with the innovation performance of the company. In addition to these effects, the findings show that employee courage and workplace development also have a direct and significant positive effect on innovation performance.

Another study (Düzgün, 2018) aimed to investigate the effects of strategic leadership on social capital and employee performance.

In response to the question asked to determine whether senior managers of businesses can develop their businesses through the relationships they establish, whether they can value from their social relationships and the effects of these relationships on performance, it was observed that the majority of senior managers stated that they contribute to their businesses, especially by receiving feedback from universities and customers.

In a study conducted by Öner and İşcan in 2021, attention was drawn to the relationship between strategic leadership and innovation management. Innovation activities that can affect the organization and all the factors it communicates with and that must continue continuously are quite critical decisions for businesses and require a management process that includes complex processes. Therefore, while businesses renew themselves, they need experienced, educated, knowledgeable, expert managers and strategic leaders who will take into account all the factors that constitute the business and concern it closely and remotely and who will direct all activities to continue in line with the established vision and without compromising its mission, to make correct and accurate decisions.

Innovation is explained as a new or significantly improved structure, procedure, technology, service, thought and applications built on creative ideas (Oslo Manual, 2005).

This research is the first to be conducted and aims to contribute to the existing academic literature by providing new perspectives on the relationship between open innovation and strategic leadership and determining the impact of these two on organizational mindfulness. It emphasizes the importance of shaping open innovation practices and strategic leadership competencies in increasing the impact of organizational mindfulness in today's world.

5.3 CONCLUSIONS

This study aimed to explore the impact of open innovation and strategic leadership on organizational mindfulness through a survey with the contributions of participants. The findings revealed a significant positive correlation between open innovation and strategic leadership skills, indicating that it led participants to higher organizational mindfulness and to lead successful transformations within their organizations. Moreover, participants with advanced skills demonstrated a deeper understanding of open innovation and strategic leadership, leading to more informed decision-making and improved communication skills.

The study showed that open innovation was significantly affected by the gender of the participants. However, factors such as age, marital status, level of education, business sector, company size and industry had different degrees of impact on open innovation and strategic leadership.

This study provides valuable insights into the empowering potential of open innovation and strategic leadership in creating organizational mindfulness and emphasizes the importance of promoting open innovation-based and strategic thinking and acting leadership in today's world.

Some recommendations based on the findings:

- i. Initiatives to Promote Open Innovation: Organizations can reward employees for innovative products they create to increase employee engagement. These programs should appeal to both technical and non-technical departments, encouraging a culture of continuous learning and innovation.
- ii. Emphasis on Diversity and Inclusion: Organizations should actively promote diversity and inclusion to ensure equal access to open innovation development resources and leadership opportunities.
- iii. Promote Education and Training: It is important to encourage employees to pursue higher education or participate in specialized training programs to strengthen their professional knowledge. Investing in training by establishing departments in the form of “Company name academy” in each company can cultivate a workforce that embraces growth and drives innovation.
- iv. Promote Cross-Functional Collaboration: Promote collaboration across departments to encourage knowledge sharing and a approach to strategic leadership.

Utilizing diverse teams can open to more effective organizational change and mindfulness.

vi. Strategic Leadership Development: Design leadership development programs that focus on leadership skills, effective communication and open innovation. Identify and develop potential leaders who can lead these initiatives and drive organizational growth.

vii. Cultivate a Culture of Continuous Learning: Promote a culture of continuous learning and experimentation within the organization. Encourage employees to explore innovative ways to integrate business processes.

ix. Implement Mentoring Programs: Establish mentoring programs where experienced leaders can mentor and guide aspiring leaders and develop knowledgeable leaders within the organization.

x. Promote Data-Driven Decision Making: Promote data-driven decision making at all levels of the organization. Leaders can use technology tools and analytics to make informed decisions and gain valuable insights to ensure organizational success.

Such participation and incentives will foster a culture of continuous learning, drive leaders to innovate, embrace mindfulness and remain competitive in a rapidly evolving technological environment.

Strategic Leadership guides the organization in leveraging these collaborations to drive innovation and achieve strategic goals. Engages stakeholders effectively, building trust and support for the organization's initiatives. Allocates resources strategically, providing optimal use of both internal and external assets to achieve organizational goals. Cultivates an environment that encourages innovation, aligning it with the organization's strategic objectives. One of two social mindfulness competencies in his framework of Emotional Intelligence, Organizational mindfulness refers to how well we know and understand the systems we operate in.

Organizational mindfulness helps leaders understand the internal and external dynamics, identifying opportunities for collaboration and knowledge sharing. Ensures leaders are aware of market changes, customer needs and emerging trends. Helps identify areas for improvement and understand the impact of changes on different parts of the organization. Enhances understanding of stakeholders' interests, needs and motivations. Provides insights into internal capabilities and resource needs. Recognizes the cultural and structural elements that support or hinder innovation.

The results showed that in order to develop effective behavior and improve team performance, companies need to develop corporate awareness and participatory organizational culture, where each team member is aware of their role in the team and believes in the value and importance of teamwork. It is important to know the strengths and weaknesses of each member of the team, so that they can complement each other, and work together to fulfill their roles in order to increase the benefits and benefits for the work team. It is important to create or create value with the understanding that value can be achieved efficiently by working together instead of each element working separately. It is necessary to help each other adapt to positive changes in the team, which ultimately results in effective, creative and quality output.

An strategic leadership (SL) that values innovation, offers cooperation and rewards risk-taking fosters an environment for open innovation (OI) practices (Schein, 2010). Both internally among employees and externally with partners, suppliers and customers, organizational mindfulness (OM) promotes idea exchange, issue solving and collective innovation efforts (Hagedoorn & Cloodt, 2003). Recent empirical research emphasizes the need to examine these relationships within specific industry contexts to understand how leadership and collaboration can drive innovation (Bracht et al., 2023).

Organizations may consider developing visioner leadership training programs and studies that emphasize the importance of a culture of innovation and new ideas. Training should focus on equipping leaders with the skills to foster collaboration and effectively drive and manage intellectual property, as well as developing an valued innovative organizational culture. This can help leaders understand their key roles in organizations, managing innovation and the specific behaviors that facilitate this process.

Understanding the critical roles of leadership and organizational culture allows for the design of policies that foster an environment where innovation can perfuse and enhance the competitive advantage of the industry. In doing so, organizations can increase their knowledge, innovation and competitiveness.

Leadership creates a company culture online and offline. When leaders allow their teams to implement new ideas or initiatives independently, they show that they trust their employees. Successful innovation efforts often happen when companies allow their employees to work from the ground up. To lead effectively, leaders must be willing to give the team the authority to make and implement decisions without over-control. Good

leaders ask good questions. Even if not every idea suggested is implemented, employees need to feel listened to and validated. When team members see that their ideas are being listened to, they feel like valued company members, which gives them confidence in their innovative efforts.

Organizational mindfulness is designed to create effective leaders in a strategic structure that better establishes mechanisms of influence, a more productive, adaptable, high-performing workforce, a more workable, safe, inclusive and productive workplace. Its teachings are transparent, scientifically validated and performance-oriented.

The benefits of mindfulness go beyond stress conditions, producing significantly positive results in human well-being, cognitive performance and emotional intelligence. These results can be applied to strengthen mental and emotional skills that improve personal and organizational performance. The result of all of this is social well-being. Because it not only increases corporate, personal and professional performance, it also positively changes the social structure.

The study's results provide a perspective for organizational leaders to integrate strategic planning with innovation management. The resulting collaborative culture creates mindfulness and by focusing on effectively managing the organization, organizations can renew their innovation capabilities. Strategic initiatives should include establishing collaborative platforms, encouraging know-how, knowledge sharing and protecting intellectual assets to sustain long term innovation.

5.4 FUTURE RESEARCH RECOMMENDATIONS

Open innovation, organizational mindfulness and strategic leadership are interdependent and mutually reinforcing. By utilizing open innovation, organizations can access new ideas and technologies, while organizational mindfulness enables leaders to understand the internal and external factors that affect the organization. Strategic leadership brings these elements together to guide the organization towards its long-term goals and encourages a culture of continuous improvement, adaptability and innovation. In this way, strategy is transformed into action, action into success and success into new productions, new leadership candidates and high motivation within a very broad cultural capital. This is the key to globalization in perfectly competitive markets, while also paving the way for the organization to become a leader and unique. Organizations that embrace this culture will also affect other organizations and sectors, thus helping to

develop both the economy and science in a broad sense. This leads to the emergence of leading organizations.

In future studies on open innovation, the opinions of experts operating in the field of open innovation should be sought. In addition, more productive studies can emerge after all studies are supported by interviews and focused on a specific example. Conducting studies on the concepts of open innovation, strategic leadership and organizational mindfulness on a sectoral basis and with a private/public distinction will help to better understand the effects of these concepts on employees. However, it may be useful for other researchers to investigate the effects of leading organizations on social mindfulness. Examining the social effects of leading organizations rather than their socio-economic effects will shed light on sustainable productivity, human values, coexistence and cultural consensus.

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APPENDIX

Survey Form

Dear Participant,

I am doing my Master's Degree at OKAN UNIVERSITY, Institute of Social Sciences, Department of Business Administration and I am preparing my Master's Thesis titled THE EFFECTS OF OPEN INNOVATION AND STRATEGIC LEADERSHIP ON ORGANIZATIONAL MINDFULNESS. The purpose of this thesis is to measure and determine the effect of Open Innovation and Strategic Leadership on Organizational Mindfulness in corporate business how employees perceive it.

The survey form has been prepared for this purpose and takes approximately 7 minutes. The accuracy of your answers will make serious contributions to the purpose of the research. Participation in this study is completely voluntary. Your responses and submission of your responses to this questionnaire will be interpreted as your approval to participate in the research. Do not answer the questions if you are feeling under influence or pressured by someone else.

The information obtained from this form will be used solely for research purposes. Your e-mail is not collected and can not be viewed by anyone. No names or signatures will be written on the survey form. It is only required to sign in to limit the responses to a single response.

Thank you in advance for your interest and time.

For your questions and concerns:

İbrahim Burak YILDIZ

OKAN UNIVERSITY, Institute of Graduate Sciences, MD Student at Business Administration

Demographic Information Form

- | | | | |
|--|---|--|--|
| 1. Sex: | ☐ Male | ☐ Female | |
| 2. Age: | ☐ <26 | ☐ 26-30 | ☐ 31-40 |
| | ☐ 41-50 | ☐ 51< | |
| 3. Marital Status: | ☐ Married | ☐ Single | ☐ Other |
| 4. Highest Obtained Education Level: | ☐ High School | ☐ Associate Degree | ☐ Bachelor's |
| | ☐ Master's | ☐ Doctorate | |
| 5. Total years of Experience: | ☐ 1-2 | ☐ 3-6 | ☐ 7-10 |
| | ☐ 11-14 | ☐ 15< | |
| 6. Years of experience in Current Company: | ☐ 0-2 | ☐ 3-6 | ☐ 7-10 |
| | ☐ 11-14 | ☐ 15< | |
| 7. Did You Choose Your Profession by Your Own will? | ☐ Yes | ☐ No | |
| 8. Are You in Management Position in the company? | ☐ Yes | ☐ No | |
| 9. Age of the company you are working at? | ☐ 1-10 | ☐ 11-25 | ☐ 26-50 |
| | ☐ 51-75 | ☐ 75< | |
| 10. Number of Employees in the company? | ☐ 0-100 | ☐ 101-500 | ☐ 501-1000 |
| | ☐ 1001-2000 | ☐ 2001< | |
| 11. Please indicate the sector in operates? | ☐ Agriculture
Forestry
and Fishing | ☐ Arts, Media
and Entertainment | ☐ Automotive |
| | ☐ Business
and Finance | ☐ Chemical | ☐ Construction |
| | ☐ Education and
Child development | ☐ Energy,
Environment
and Utilities | ☐ Engineering
and Architecture |
| | ☐ Food | ☐ Information
Technology | ☐ Textile |

Open Innovation Scale

How well do the following statements describe the unit, department or organization you work in? Please mark the statement that best fits your opinion for each item. In this workplace;	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
1 - Our organization actively seeks external knowledge and ideas to complement our internal R&D efforts.	☐	☐	☐	☐	☐
2 - We collaborate with external partners (e.g., universities, research institutions) for our innovation projects.	☐	☐	☐	☐	☐
3 - We license out our patents or technological innovations to other organizations.	☐	☐	☐	☐	☐
4 - Our organization frequently participates in innovation contests or hackathons.	☐	☐	☐	☐	☐
5 - We utilize open-source software or tools in our product development processes.	☐	☐	☐	☐	☐
6 - Our employees are encouraged to share their innovative ideas through open innovation platforms.	☐	☐	☐	☐	☐
7 - We regularly acquire startups or small companies to access their innovative technologies.	☐	☐	☐	☐	☐
8 - Our organization has a structured process for integrating external innovations into our operations.	☐	☐	☐	☐	☐
9 - We engage with customers and users to co-create new products or services.	☐	☐	☐	☐	☐
10 - We actively monitor and adopt emerging technologies from external sources.	☐	☐	☐	☐	☐
11 - National and international technology sharing with external R&D networks	☐	☐	☐	☐	☐
12 - Intellectual property etc. available to external stakeholders free of charge	☐	☐	☐	☐	☐
13 - Selling unutilised / unused technologies	☐	☐	☐	☐	☐

Strategic Leadership Scale

How well do the following statements describe your managers, leaders or team at your workplace? Please mark the statement that best fits your opinion for each item. In this workplace;	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
1 - Our leaders effectively communicate the organization's vision and mission to all employees.	☐	☐	☐	☐	☐
2 - Our leaders are skilled at anticipating future trends and challenges.	☐	☐	☐	☐	☐
3 - Our leaders foster a culture of innovation and creativity.	☐	☐	☐	☐	☐
4 - Our leaders make strategic decisions that align with the organization's long-term goals.	☐	☐	☐	☐	☐
5 - Our leaders are adept at managing organizational change.	☐	☐	☐	☐	☐
6 - Our leaders encourage cross-functional collaboration and teamwork.	☐	☐	☐	☐	☐
7 - Our leaders provide clear direction and support to achieve strategic objectives.	☐	☐	☐	☐	☐
8 - Our leaders demonstrate a strong understanding of the competitive landscape.	☐	☐	☐	☐	☐
9 - Our leaders actively seek input and feedback from employees at all levels.	☐	☐	☐	☐	☐
10 - Our leaders are committed to continuous learning and professional development.	☐	☐	☐	☐	☐

Organizational Mindfulness Scale

How well do the following statements describe the unit, department or organization you work in? Please mark the statement that best fits your opinion for each item. In this workplace;	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	1	2	3	4	5
1 - There is data that shows the potential of the talents and skills of each employee in our company.	☐	☐	☐	☐	☐
2 - We talk about mistakes and how to learn from them.	☐	☐	☐	☐	☐
3 - We discuss our unique talents with each other to see which of us has the expert skills and knowledge on the subject.	☐	☐	☐	☐	☐
4 - We talk about alternatives for how to conduct our regular business activities.	☐	☐	☐	☐	☐
5 - When we discuss problems that arise with our colleagues, we usually talk about what we need to pay attention to.	☐	☐	☐	☐	☐
6 - When we attempt to eliminate a problem, we benefit from our employees' unique talents.	☐	☐	☐	☐	☐
7 - We take the time to clearly define the activities that we do not want to fail.	☐	☐	☐	☐	☐
8 - When a mistake occurs, we discuss "how we could have prevented it before it happened".	☐	☐	☐	☐	☐
9 - When a crisis occurs, we use our common expertise specific to the organization to take action towards a solution.	☐	☐	☐	☐	☐