

THE USE OF TRAIT MINDFULNESS AS A TOOL TO INFLUENCE EMPLOYEES' RESPONSES TOWARDS CHANGE

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ABSTRACT

This research investigates the relationship between mindfulness and employees' responses to change in the dynamic Organisational Behavior study context. Findings revealed that mindfulness is a personality trait that facilitates shifting leadership styles with high flexibility based on situational factors. Leaders need to use mindfulness as a mediating factor to have the emotional and cognitive ability to reach high awareness of their own and other peoples' feelings and induce change based on different motivation plans. In this direction, the leader changes position tracks to fulfil an agile mission to lead the organization with a dynamic and flexible structure. The effect of mindfulness can be transcended as a comprehensive tool to adjust the behaviour of employees towards change, accepting new policies and decision-making in different contexts. The electrical industry in Egypt is a highly complex environment where businesses face multiple challenges and are highly competitive. Therefore, the current research provides an exploratory quantitative study using the Census method to reflect on small business management enterprises. The current study investigates several employees' responses towards change and how effective utilization of mindfulness can help foster change inside the business. The variance model will be applied by a cross-sectional survey based on the census method of interviewing the targeted population. The research will have a significant contribution to the practical and academic fields. Theoretically, the research will introduce a trendy theoretical concept with a re-defined theory of change that is limited in implementation. Practically, the research will develop a typology that would help small businesses promote change initiatives with a high acceptance rate and positive behavioural support of their employees.

Keywords: Cognitive Skills, Mindfulness, Organizational Behaviour, Organizational Change, and Responses towards change.

1. INTRODUCTION

In a complex work environment, implementing strategic change faces various challenges, especially when managers adjust multiple initiatives simultaneously in small businesses. Many researchers ignored that employees' perceptions of change initiatives hugely impact their success rates. Hence, misperception of change could lead to a drastic decrease in performance and high resistance (Kanitz et al., 2022). Such perception depends on individual differences in their personality traits as it guides their interpretation of surrounding environments. One significant ability is the trait of mindfulness, which can be utilized to increase the acceptance and institutionalization of the change process (Soomro et al., 2021). Such a trait utilizes self-awareness and recognition to reasonably perceive surrounding events and actions (Marzabadi et al., 2018).

Managers need to foster positive attitudes towards change initiatives and hinder negative ones. Hence, trait mindfulness helps improve employees' physical health and psychological well-being. It would also help decrease stress levels (Harnett et al., 2016). Such a role would help managers understand individual differences, which would help them integrate mindfulness into change initiatives to help employees effectively utilize personality-related weaknesses and strengths, increase job satisfaction, and improve