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Delving the Power of Mindfulness: Unveiling a Conceptual Model for Enhancing Employee Readiness for Change Initiatives

Profundizando en el Poder de la Atención Plena: Revelando un Modelo Conceptual para Mejorar la Preparación de los Empleados para las Iniciativas de Cambio

I. INTRODUCTION

Social, political, economic, and technological dynamics have led to an urgent need for organizations to adapt to rapidly changing and uncertain conditions. Such circumstances, which affect an organization’s long-term planning, set of work objectives, size and composition of the workforce, methods of performing work, and evaluation of work performance, are inevitable for maintaining the organization’s competitiveness. Moreover, Industrial Revolution 4.0 (IR4.0) has significantly changed the organizational environment, necessitating quick adaptation on the part of organizations in order to stay competitive. In this context, a change-ready employee is vital for achieving success in organizational change initiatives. However, employees tend to react negatively to changes because of anxiety, fear, and stress. For instance, the rise in the use of digital technologies and frequent implementation of change has escalated stress among employees and shown recurrent exhaustion effects. Thus, with increasing pressure in the workplace, employees invisibly develop resistance, which raises the question of what measures should be taken to enhance their readiness for change.



EXECUTIVE SUMMARY

Although organizations manage to sustain their global competitiveness by responding well to a dynamic business environment, the negative side of receptivity has implications for employees. Ultimately, frequent changes escalate the stressful work environment and exhaustion, which affect employees' well-being and work outcomes. To overcome this effect, adequate resources are essential for employees to be ready for organizational change, thereby effectively managing it. This conceptual paper explores the link between mindfulness as a personal resource and employees' readiness for organizational change based on a literature review of various repositories. Building on the Conservation of Resources theory, the proposed framework demonstrates the relationship between mindfulness and readiness for change with employee engagement as a mediator. The proposed conceptual model provides a new lens for future empirical studies to stimulate employees' readiness for organizational change. It is believed that mindful employees are flexible and optimistic about their work, leading to greater engagement and enhanced readiness for change efforts.

RESUMEN DEL ARTÍCULO

Aunque las organizaciones logran mantener su competitividad global respondiendo bien a un entorno empresarial dinámico, el lado negativo de la receptividad tiene implicaciones para los empleados. En última instancia, los cambios frecuentes intensifican el ambiente de trabajo estresante y el agotamiento, lo que afecta el bienestar y los resultados laborales de los empleados. Para superar este efecto, los recursos adecuados son esenciales para que los empleados estén listos para el cambio organizacional y, por lo tanto, lo administren de manera efectiva. Este artículo conceptual explora el vínculo entre la atención plena como recurso personal y la preparación de los empleados para el cambio organizacional basándose en una revisión bibliográfica de varios repositorios. Basándose en la teoría de la conservación de los recursos, el marco propuesto demuestra la relación entre la atención plena y la preparación para el cambio con el compromiso de los empleados como mediador. El modelo conceptual propuesto proporciona una nueva lente para futuros estudios empíricos para estimular la preparación de los empleados para el cambio organizacional. Se cree que los empleados conscientes son flexibles y optimistas sobre su trabajo, lo que lleva a un mayor compromiso y una mayor disposición para los esfuerzos de cambio.

Employees may become more prepared for change and attentive to business demands with the help of sufficient resources. On this basis, resources can vary from organizational to job to personal (Lee et al., 2020). However, previous studies have focused on how organizational resources help employees manage and cope with such changes, and have often overlooked the role of personal resources. Accordingly, the importance of mindfulness as a personal resource for enhancing employee readiness for change has become more widely acknowledged (Grover et al., 2017). Roemer et al. (2021) highlighted that mindful employees are able to regulate their emotions and attention, tolerate and adjust to changes better, manage stress, and remain motivated in the face of change or uncertainty.

Furthermore, those with higher mindfulness levels are better at detecting early warning signs of excessive stress and are better equipped to cope with them (Baron et al., 2018; Chong et al., 2020). By becoming aware of their feelings and thoughts, employees can effectively identify and address any negative feelings about change before they become overwhelming and impede their ability to adapt.

Mindfulness has received considerable attention in the modern business world, with research confirming its potential to positively impact employees and organizations. Mindfulness can be defined as a state of presence characterized by open awareness, non-judgmental acceptance, and acceptance of all present experiences (Brown & Ryan, 2003). Similarly, Nilsson and Kazemi (2016) described mindfulness as the

practice of being aware of thoughts and emotions in the present moment that can foster character. Therefore, by being mindful, employees can identify and address their anxieties about change, including their preconceived notions of how it affects their jobs and lives. Moreover, research has shown that mindfulness keeps employees interested in their jobs, which improves their organizational citizenship behavior, job performance, and satisfaction (Choi et al., 2022; Gunasekara & Zheng, 2019; Hafenbrack et al., 2020; Kapil & Rastogi, 2020; Wihler et al., 2022). Likewise, mindfulness is gaining popularity as a way to build resilience and improve employee well-being by reducing anxiety, exhaustion, burnout, and stress (Johnson et al., 2020; Lee et al., 2021; Mubarak et al., 2022; Strauss et al., 2014).

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From the future-ready workforce perspective, adaptability to change is one of the key skills that are valuable to an organization (Dyvik, 2024). In addition, Dondi et al. (2021) show that employees who easily adapt to change and cope with uncertainty are 42% more desirable to management. However, a study by PwC (2024) revealed that the majority of employees are lagging behind the demand for urgent action and change, which eventually disrupts business growth and performance. Therefore, mindfulness can fill this gap, since mindful employees are ready for challenges and are able to change their behavior. Moreover, Charoensukmongkol (2016) emphasized that mindfulness enhances the capability to embrace adaptability and improves self-regulation in a burdened situation. Consequently, the role of mindfulness is becoming essential in today's business environment as it leads to the improvement of workplace functioning. Bajaj and Pande (2016) and Hülshager et al. (2021) asserted that mindfulness increases employees' self-regulatory abilities, opens new perspectives, and boosts resilience in the face of change. This is due to mindful employees are generally aware of everything and prepared to react when change happens (Langer, 2014; Roemer et al., 2021). Nevertheless, because mindfulness is highly associated with being aware, the term "awareness" is frequently misinterpreted, resulting in organizations emphasizing solely on meditation and other practices that aim to improve mindfulness (Shahbaz & Parker, 2022). What is often overlooked is that an individual's ability to be mindful is not just about their current state but is also rooted in personality traits. This highlights the paucity of research on trait mindfulness as an essential element of organizational change. Accordingly, this study provides further insights into mindfulness in the workplace, which can help to enhance employee engagement. Engaged employees are more open to new ideas and changes, and can better handle challenging tasks. Therefore, this study proposes a correlation between mindfulness and employee readiness to change through the mediation of employee engagement. The next section discusses the literature that has established the constructs of mindfulness, readiness for change, and employee engagement, and theories related to corroborating the conceptual framework. A discussion of the proposition development and implications follows before setting out future work.

KEYWORDS

Mindfulness, readiness for change, employee engagement, conservation of resources theory.

PALABRAS CLAVE

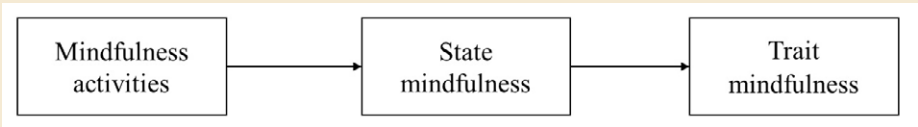
Atención plena, preparación para el cambio, compromiso de los empleados, teoría de la conservación de recursos.

2. LITERATURE REVIEW

2.1. Mindfulness

Mindfulness is the ability to be aware of and sustain attention to thoughts, emotions, and external conditions (Brown et al., 2007). Shapiro et al. (2006) viewed mindfulness as a state of consciousness that emerges through attention for the purpose. In addition, Bishop et al. (2004) and Baas et al. (2014) pointed out that mindfulness is an attitudinal element that includes open-mindedness, the ignition of curiosity, and ease of acceptance. Business and management research has conceptualized mindfulness as an intervention, practice, state, and trait associated with one another (Jamieson & Tuckey, 2017). Formal cognitive and behavioral treatment programs can enhance awareness, followed by routine mindfulness activities such as yoga, breathing techniques, good diet, and meditation (Hyland et al., 2015). Moreover, individual mindfulness capacity can differ according to experience at a particular moment, and this temporal principle anchors state mindfulness (Hülshager et al., 2013; Tanay & Bernstein, 2013). The amount of mindfulness varies among individuals, from person to person and is represented by trait mindfulness, which is more consistent and long-lasting (Kiken et al., 2015). Trait mindfulness enables individuals to become aware of their emotions and adopt a non-judgmental approach to their thoughts (Hawkes & Neale, 2020). Thus, their ability to regulate emotions increased, ensuring more adaptive responsiveness. The links between different types of mindfulness are illustrated in **Figure 1**.

Figure 1. The link between different types of mindfulness



Source: (Roche et al., 2021)

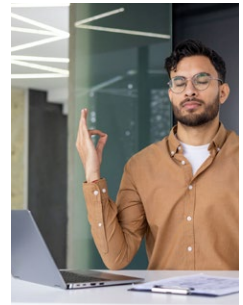
However, there is no consensus among scholars regarding the definition and concept of mindfulness, leading to challenges in its measurement (Han & Zhang, 2011; Hülshager & Alberts, 2021). In addition, limiting mindfulness by using questions on attention and awareness of daily life may provide a different meaning for mindfulness

in the workplace. Han and Zhang (2011) introduced the concept of mindfulness in the workplace and validated its measurement in managerial situations. Active awareness, deep-mindedness, and prudent conduct are traits of managerial mindfulness that share similarities with trait mindfulness. Furthermore, measuring mindfulness constructs using several dimensions may generate different results (Hülshager & Alberts, 2021; Mesmer-Magnus et al., 2017). Previous studies have validated the role of mindfulness as a predictor of positive workplace outcomes, such as job performance (Dane & Brummel, 2014), job satisfaction (Forjan et al., 2020; Pang & Ruch, 2019), prosocial behavior (Hafenbrack et al., 2020), employee engagement (Liu et al., 2020; Malinowski & Lim, 2015), turnover intention (Reb et al., 2017), creativity (Cheung et al., 2020), and readiness for change (Roemer et al., 2021). Therefore, it is necessary to employ this three-dimensional construct to gain further insight into the mindfulness-workplace outcome relationship.

2.2. Employee Engagement

Employee engagement is an imperative concept in management studies that is strongly linked to organizational outcomes. The success of an organization is correlated with employees' engagement levels, in which their devotion to work results in higher productivity and better performance (Bakker & Albrecht, 2018; Hu et al., 2021). Engaged employees demonstrate positive feelings toward their work and are passionate and enthusiastic about completing their assigned tasks (Kahn, 1990). Furthermore, employee engagement refers to a positive mindset comprising perseverance, determination, and a high concentration on the job (Schaufeli et al., 2002). Hence, engaged employees feel proud of their work and act in ways that benefit the organization (Tensay & Singh, 2020).

In today's highly disruptive business environment, employee engagement is prioritized to ensure organizational growth and sustainability (Kim et al., 2019; van der Voet & Vermeeren, 2017). Employees are engaged when they have the resources necessary to control and impact their environments (Bakker & Demerouti, 2007). Khoza et al. (2024) pointed out that the inability of employees to replenish their resources causes them to be disengaged from their work. Similarly, if resources are insufficient and cannot be sustained, employees are likely to feel threatened and stressed by their jobs, which leads to deviant behavior (Hsieh et al., 2021). By contrast, when



excess resources are available, employees gain more confidence and are likely to engage in organizational citizenship behaviors, which are discretionary behaviors that go beyond formal job requirements and contribute to the overall effectiveness and success of the organization (Aggarwal et al., 2022; Nguyen & Broekhuizen, 2022). Accordingly, feeling engaged should promote positive work reactions, such as readiness for organizational change (Matthysen & Harris, 2018).

2.3. Readiness for Change

Readiness for change is a reaction to changes reflected by employees' attitudes, beliefs, and intentions regarding the necessity and capability of the organization to implement change effectively (Armenakis et al., 1993). This pertains to an individual's ability to be cognitively and emotionally ready to manage a particular change (Holt et al., 2007). Similarly, Bouckennooghe et al. (2009) explained that readiness is a state of mind that reflects beliefs, feelings, and actions to embrace change efforts that are desirable at the initial point of the proposed change. Employees who sense a need for change and have the capacity to implement it may incite this reaction.

Notably, resource availability facilitates employee confidence in their ability to execute changes. As change is uncertain and ambiguous, adequate resources are vital for minimizing employee resistance and stimulating readiness for change (Bennett & Lemoine, 2014). Malik and Garg (2017) highlighted that employees' reactions to change are favorably influenced by the accumulation of resources. Resource availability allows employees to easily control their negative emotions and cope with stress (Grover et al., 2017). Thus, balancing the depletion of employees' resources leads to reducing their anxiety and creating a mindset to succeed in upcoming changes.

Rahi et al. (2022) emphasized that positive personal attributes foster readiness to change in which employees are motivated to be involved in the change process. When employees feel threatened by uncertain changes, their positive traits will be invested to sustain lost resources. Consequently, employees feel less pressured, leading to lower resistance and cynicism (Ahmad & Cheng, 2018). By reducing resistance to change, employees are likely to have a higher level of readiness, which contributes to organizational change success and increased organizational performance (Bawany, 2018; Rimita et al., 2020). As readiness is related to preparedness for the future, change-ready employees are likely to be more open and look forward to change.

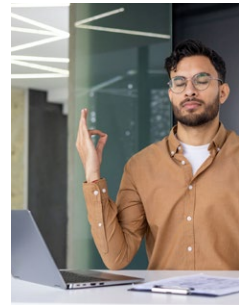


3. PROPOSITIONS DEVELOPMENT

3.1. Mindfulness and Employee Engagement

Feeling engaged or disengaged is expected to occur after employees experience resource availability or absence (Bakker & Demerouti, 2007). Normally, a deficiency or loss of resources signals less support, and employees are expected to feel a lack of energy and disengage from work (Gillet et al., 2022; Soane, 2013). However, mindfulness may act as a resource for employees given that it increases attention and awareness to manage uncertain surroundings, which in turn enhances their work engagement. Thus, mindfulness regulates employees' emotions and leads them to be more focused on and devoted to their work (Kuang et al., 2022; Zhang et al., 2022). Additionally, earlier research on mindfulness has revealed its importance in improving employee disengagement as it functions as a buffer against stress and negative attitudes (Robinson & Krishnakumar, 2022; Sharma & Kumra, 2022). Therefore, mindfulness is expected to enhance employees' passion for their work roles. Hence, we suggest the following proposition:

P1: There is a positive relationship between mindfulness and employee engagement.



3.2. Mindfulness and Readiness for Change

Earlier research has established that employees' positive attitudes and behaviors are linked to mindfulness (Hafenbrack et al., 2020; Hülshager et al., 2013; Reb et al., 2017). Thus, a mindful employee is critical for an organization, especially given today's highly dynamic changes. Mindfulness has been found to cultivate employees' self-regulation and self-efficacy; hence, they are ready for change and can work around uncertainty (Charoensukmongkol, 2016). If employees are continuously aware of the events surrounding them, they can provide insights into the need for organizational change (Yeap et al., 2021). Consequently, they are more confident in handling future situations and their readiness is better (Roemer et al., 2021). In the workplace setting, mindfulness is not only limited to the level of awareness and attention, but also includes the ability to act prudently and thoughtfully (Han & Zhang, 2011). Therefore, mindful employees can cope better with job stress and are more receptive to new ideas (Mishra & Tاجةja, 2022; Vinothkumar et al., 2016). Additionally, employees with mindfulness remain focused without judgment at

present, making them more open-minded in any situation (Bunjak et al., 2022; Han & Zhang, 2011). Hence, mindfulness is expected to improve employee readiness to change. Thus, it is suggested that:

P2: There is a positive relationship between mindfulness and readiness for change.

3.3. Employee Engagement and Readiness for Change

Engagement can lead to a sense of responsibility or obligation in employees to work beyond their job descriptions (Schaufeli & Bakker, 2004). Employees are willing to go the extra mile and want to contribute more when they feel engaged in their work. Sanchez (2007) highlighted that if employees are engaged, they produce positive work outcomes that are beneficial to their organization. As engagement is the inverse of burnout, engaged employees experience low emotional exhaustion and become more enthusiastic (Sahi et al., 2022). Islam et al. (2021) noted that employee engagement was an important element in managing organizational change. If employees are engaged, they feel attached to their work. Therefore, they are more efficient and productive, which in turn, stimulates better adaptability to changes in the work process. Shafi et al. (2020) believed that employee engagement is an important factor in facilitating employees to embrace new changes at work. Likewise, employee engagement impacts employees' work attitudes; when employees are engaged, they will be able to handle the pressure arising from organizational change, and they will also be more prepared for this change (Meria et al., 2023). Therefore, the following prediction is proposed:

P3: There is a positive relationship between employee engagement and readiness for change.

3.4. Employee Engagement as Mediator between Mindfulness and Readiness for Change

Employees develop work outcomes depending on their degree of resource availability (Dettmers et al., 2016). When resources are abundant, employees are highly engaged and undertake more positive attitudes and behaviors in the workplace (Kunte & Rungruang, 2019). In other words, without sufficient resources, employees tend to feel pressured and have reduced engagement, which leads to deviant behavior and depression (Hsieh et al., 2021). From the perspective of the Conservation of Resources theory, employees with mindfulness can remain focused without judgment at the present moment, resulting



in better clarity and insight into their work environments (Bunjak et al., 2022). Therefore, the non-judgmental facet helps escalate employee engagement by fostering employees' concentration on their tasks. The output of employee engagement represents a particular type of resource for employees that could be a possible mediator for them in managing events within the organization. As such, engaged employees display energetic work attitudes and always strive for the organization's success. Accordingly, their sense of connection and enthusiasm to excel at work leads to a higher level of readiness for change (Matthysen & Harris, 2018), which results in the success of organizational change (Faisaluddin et al., 2024). Mindfulness cultivates self-regulation and self-efficacy, which makes employees believe they have ample resources that allow them to invest energy and attention in their work. This, in turn, spurs them to put more effort into and enhance their readiness for organizational change. In line with existing literature, the following proposition is suggested.

P4: Employee engagement mediates the relationship between mindfulness and readiness for change.

4. NEW CONCEPTUAL FRAMEWORK OF READINESS FOR CHANGE

This study develops a resource-based framework that provides a linkage from mindfulness, which is a personal resource, to employee engagement and readiness for change that can fill the gap in the literature. The framework in **Figure 2** addresses the necessity of well-prepared employees who are required by organizations to manage the current and upcoming challenges on the job and ensure that the right resources are in place to attain employee readiness for organizational change. Mindfulness is a relatively new concept in the business and management field of study, and as an individual trait, it enables employees to display positive work attitudes and behaviors. Furthermore, mindful employees generate productive working environments by increasing their engagement (Malinowski & Lim, 2015). Accordingly, the ability to focus on the present moment and behave sensibly allows employees to concentrate more on their jobs. Hence, this is the starting point for a new framework of readiness for change.

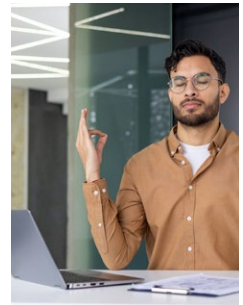
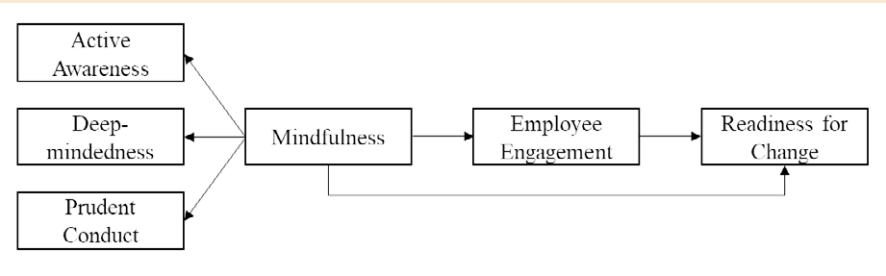


Figure 2. Research model



In this study, the Conservation of Resources (COR) theory was used to underpin the research framework. The theory states that resources include objects, circumstances, conditions, and other valuable items that can be categorized as organizational, social, job, home, and personal (Lee et al., 2020; Schmitt et al., 2016). According to COR theory, the availability of resources can provide an advantage for employees in creating a positive outcome in the workplace because they can gain, maintain, and cultivate their resources. In addition, much of the previous work on employee attitudes and work outcomes draws on COR (Bon & Shire, 2022; Jaiswal & Arun, 2020), which is based on the principle of conserving existing resources while building new resources to overcome future resource losses (Halbesleben et al., 2014). Thus, COR theory helps unpack and understand how mindfulness improves employee engagement and enhances readiness for change.

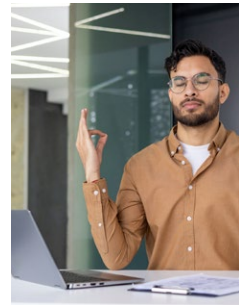
In the realm of organizational studies, COR theory has demonstrated its ability to explain the effect of resources on helping employees cope with challenges, which leads to self-regulation improvement (Davidson et al., 2003). As such, Montani et al. (2020) argued that mindful individuals are better at dealing with difficult situations, including work stressors. During organizational change, employees may experience higher workloads and the need to adjust to the new job design, thereby making them feel pressured and reducing their engagement. However, they will be capable of handling the consequences by employing mindfulness, which heightens their awareness of thinking objectively and acting sensibly. Moreover, employee engagement can be enhanced through attentiveness and thoughtfulness (Bunjak et al., 2022; Malinowski & Lim, 2015). Specifically, employees with higher levels of mindfulness are more focused and avoid reacting

hastily towards current happenings in the workplace which then elevates their engagement (Khan et al., 2020). It is this aspect of resources replenishment that helps explain why COR theory is a valuable tool to conceptualize the relationship between mindfulness, employee engagement, and readiness for change. On that note, this study proposes that organizations should look into the importance of mindfulness in order to prepare employees for organizational change through improvement of employee engagement which will increase the likelihood of the organization successfully executing their change initiatives.

This framework is useful in the context of change management, and demonstrates a positive relationship between mindfulness, employee engagement, and readiness for change. Earlier studies on mindfulness were limited to unidimensional measurements; thus, we added to the literature by using multidimensional measurements, namely, active awareness, deep-mindedness, and prudent conduct. Hence, the understanding of mindfulness will be enhanced. Previous research has shown that perceived organizational support (Arnéguy et al., 2022; Kebede & Wang, 2022), organizational culture (Engida et al., 2022) and self-efficacy (Bayraktar & Jiménez, 2020) are mediators of positive work outcomes including readiness for change. Thus, in the context of employee engagement as a resource, it is expected that the construct is a possible mediator between mindfulness and readiness for change, which is another contribution to the literature that needs to be supported by further empirical studies.

5. CONCLUSION

Mindfulness can help stimulate employee readiness for change. Given that frequent changes are unavoidable, and organizations that are not receptive will lose competitiveness, it is crucial to gain employees' support for change to be successful. Adequate resources not only help minimize the anxiety and stress generated by change but also boost employees' confidence in adapting to the new condition. This study highlights the importance of mindfulness as a personal resource and its effect on readiness for change. This framework also highlights the mediating role of employee engagement from the perspective of resource conservation. The adoption of mindfulness with employee engagement as a mediator indicates that an organization's competitive advantage can be sustained by



change-ready employees. The mindfulness concept proposed in this study was specifically developed for the workplace and is expected to confirm its influence on readiness, which will help enhance the effectiveness of change management activities.

This study could potentially have a widespread impact on different aspects of life, including the economic and societal spheres. From an economic perspective, employees with mindfulness are more likely to exhibit a higher level of readiness for change, which is essential for organizations aiming to adapt to dynamic market conditions and maintain competitiveness. For organizations that prioritize readiness for change among their employees, they are better positioned to seize growth opportunities and to drive long-term success. Eventually, investors are attracted to organizations that demonstrate viability and stability, which can lead to a ripple effect in economic development by creating employment opportunities, supporting the local industry, and fostering innovation.

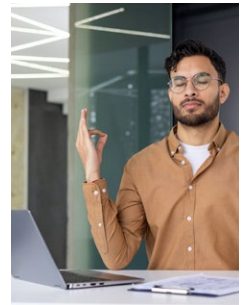
Mindful employees are better at managing their emotions and more likely to engage in positive work behaviors. This can be translated into improved job performance and higher productivity, which leads to better service delivery for customers. Consequently, customer satisfaction is expected to increase and generate positive societal interactions. Moreover, mindfulness training and interventions benefit employees because the program helps reduce emotional exhaustion and improve well-being. Hence, the program is among the options that can be taken by management to ensure employees' welfare and that the positive effect is not limited to the workplace but also to the broader societal context. For instance, mindfulness enhances one's awareness of the experiences and feelings surrounding them; thus, employees as individuals will be able to understand and address social issues and promote harmony within communities.

Therefore, this study provides an understanding of how and why mindfulness is significant in enhancing employee readiness for change. The framework can be an initiating step for business entities and organizations to manage organizational change with attention paid to workforce attitude and behavior. In addition, based on the premise that change-ready employees play a pivotal role in successfully implementing organizational change and transformation for business growth, this study contributes to Sustainable Development Goals (SDGs) 8 through sustainable economic growth, productive employment, and decent work.



6. THEORETICAL IMPLICATION

This framework is anticipated to extend knowledge in organizational change studies, specifically on employee readiness for change. Without the availability of change-ready employees, organizational change may not occur (Haque et al., 2020). Furthermore, the success of organizational change helps sustain a competitive advantage and ensures a high return on investment. Thus, investigating mindfulness as a predictor of readiness for change offers a new perspective on planning for change. The adoption of mindfulness in the workplace concept, introduced by Han and Zhang (2011), reflects the mindfulness components of active awareness, deep-mindedness, and prudent conduct. This will address the issue of research using scales for daily life mindfulness assessments and unidimensional scales that limit the reporting of awareness, attention, and approach elements (Eby et al., 2020; Hülshager & Alberts, 2021). Drawing from the Conservation of Resources theory, employees exert available resources to demonstrate positive work attitudes and behaviors. Enthusiastic employees feel good and proud of their work, consider organizational change a challenge, and are willing to put extra effort into the process (van den Heuvel et al., 2020). These cognitive and affective aspects may increase employee readiness for change. Thus, this new mediation framework highlights the literature on readiness for change in employee engagement as a mediator.



7. PRACTICAL IMPLICATION

This study suggests that organizations can provide a supportive environment in which mindfulness training can establish trait mindfulness. Mindfulness is not only to achieve the end result of employees' readiness for change but also to minimize stress and mitigate mental health issues among employees. Moreover, it helps improve employee engagement and capability to handle work challenges. Employees who believe that they have what it takes to make a change effort successful will react positively without hesitation. Ultimately, they can execute their roles and responsibilities during change, which may generate higher productivity and improve organizational performance. Employers also need to recognize that resilience, collaboration, and self-awareness among employees enable them to gain a competitive advantage given their ability to handle disruptions efficiently in uncertain conditions. By organizing

effective change management activities, employers can address employee concerns and reduce their resistance to future change programs.

8. SUGGESTIONS FOR FUTURE RESEARCH

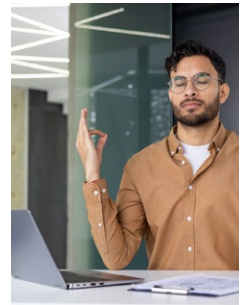
Based on the Conservation of Resources theory, this study proposes a new mindfulness, employee engagement, and readiness for change framework that needs to be empirically examined in different organizational sectors and industries. Additionally, the concept of mindfulness in the workplace should be explored further to validate the construct for organizational research. The proposed framework is intended specifically for middle managers in the public sector. Nevertheless, future research can adopt a similar framework in other contexts and organizational settings where mindfulness and employee engagement are very important.

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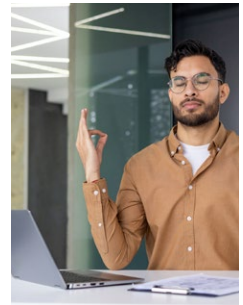
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Profundizando en el Poder de la Atención Plena: Revelando un Modelo Conceptual para Mejorar la Preparación de los Empleados para las Iniciativas de Cambio

Delving the Power of Mindfulness: Unveiling a Conceptual Model for Enhancing Employee Readiness for Change Initiatives

I. INTRODUCCIÓN

La dinámica social, política, económica y tecnológica ha generado una necesidad urgente de que las organizaciones se adapten a condiciones rápidamente cambiantes e inciertas. Estas circunstancias, que afectan la planificación a largo plazo de una organización, el conjunto de objetivos laborales, el tamaño y la composición de la fuerza laboral, los métodos de realización del trabajo y la evaluación del desempeño laboral, son inevitables para mantener la competitividad de la organización. Además, la Revolución Industrial 4.0 (IR4.0) ha cambiado significativamente el entorno organizacional, lo que requiere una rápida adaptación por parte de las organizaciones para seguir siendo competitivas. En este contexto, un empleado preparado para el cambio es vital para lograr el éxito en las iniciativas de cambio organizacional. Sin embargo, los empleados tienden a reaccionar negativamente a los cambios debido a la ansiedad, el miedo y el estrés. Por ejemplo, el aumento en el uso de tecnologías digitales y la implementación frecuente de



RESUMEN DEL ARTÍCULO

Aunque las organizaciones logran mantener su competitividad global respondiendo bien a un entorno empresarial dinámico, el lado negativo de la receptividad tiene implicaciones para los empleados. En última instancia, los cambios frecuentes intensifican el ambiente de trabajo estresante y el agotamiento, lo que afecta el bienestar y los resultados laborales de los empleados. Para superar este efecto, los recursos adecuados son esenciales para que los empleados estén listos para el cambio organizacional y, por lo tanto, lo administren de manera efectiva. Este artículo conceptual explora el vínculo entre la atención plena como recurso personal y la preparación de los empleados para el cambio organizacional basándose en una revisión bibliográfica de varios repositorios. Basándose en la teoría de la conservación de los recursos, el marco propuesto demuestra la relación entre la atención plena y la preparación para el cambio con el compromiso de los empleados como mediador. El modelo conceptual propuesto proporciona una nueva lente para futuros estudios empíricos para estimular la preparación de los empleados para el cambio organizacional. Se cree que los empleados conscientes son flexibles y optimistas sobre su trabajo, lo que lleva a un mayor compromiso y una mayor disposición para los esfuerzos de cambio.

EXECUTIVE SUMMARY

Although organizations manage to sustain their global competitiveness by responding well to a dynamic business environment, the negative side of receptivity has implications for employees. Ultimately, frequent changes escalate the stressful work environment and exhaustion, which affect employees' well-being and work outcomes. To overcome this effect, adequate resources are essential for employees to be ready for organizational change, thereby effectively managing it. This conceptual paper explores the link between mindfulness as a personal resource and employees' readiness for organizational change based on a literature review of various repositories. Building on the Conservation of Resources theory, the proposed framework demonstrates the relationship between mindfulness and readiness for change with employee engagement as a mediator. The proposed conceptual model provides a new lens for future empirical studies to stimulate employees' readiness for organizational change. It is believed that mindful employees are flexible and optimistic about their work, leading to greater engagement and enhanced readiness for change efforts.

cambios ha aumentado el estrés entre los empleados y ha mostrado efectos recurrentes de agotamiento. Por lo tanto, con el aumento de la presión en el lugar de trabajo, los empleados desarrollan una resistencia invisible, lo que plantea la pregunta de qué medidas se deben tomar para mejorar su preparación para el cambio.

Los empleados pueden estar más preparados para el cambio y atentos a las demandas empresariales con la ayuda de recursos suficientes. Sobre esta base, los recursos pueden variar de la organización al trabajo o a lo personal (Lee et al., 2020). Sin embargo, estudios anteriores se han centrado en cómo los recursos organizacionales ayudan a los empleados a gestionar y afrontar dichos cambios,

y a menudo han pasado por alto el papel de los recursos personales. En consecuencia, se ha reconocido más ampliamente la importancia de la atención plena como recurso personal para mejorar la preparación de los empleados para el cambio (Grover et al., 2017). Roemer et al. (2021) destacaron que los empleados conscientes son capaces de regular sus emociones y atención, tolerar y adaptarse mejor a los cambios, gestionar el estrés y mantenerse motivados ante el cambio o la incertidumbre. Además, quienes tienen niveles más altos de atención plena son mejores a la hora de detectar las señales de alerta tempranas de estrés excesivo y están mejor equipados para afrontarlas (Baron et al., 2018; Chong et al., 2020). Al tomar conciencia de sus sentimientos y pensamientos, los empleados pueden identificar y abordar

eficazmente cualquier sentimiento negativo sobre el cambio antes de que se vuelva abrumador e impida su capacidad de adaptación.

La atención plena ha recibido una atención considerable en el mundo empresarial moderno, y las investigaciones confirman su potencial para influir positivamente en los empleados y las organizaciones. La atención plena puede definirse como un estado de presencia caracterizado por una conciencia abierta, una aceptación sin prejuicios y la aceptación de todas las experiencias presentes (Brown y Ryan, 2003). De manera similar, Nilsson y Kazemi (2016) describieron la atención plena como la práctica de ser consciente de los pensamientos y las emociones en el momento presente que pueden fomentar el carácter. Por lo tanto, al ser conscientes, los empleados pueden identificar y abordar sus ansiedades sobre el cambio, incluidas sus nociones preconcebidas sobre cómo afecta sus trabajos y vidas. Además, las investigaciones han demostrado

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que la atención plena mantiene a los empleados interesados en sus trabajos, lo que mejora su comportamiento cívico organizacional, su desempeño laboral y su satisfacción (Choi et al., 2022; Gunasekara y Zheng, 2019; Hafenbrack et al., 2020; Kapil y Rastogi, 2020; Wihler et al., 2022). Asimismo, la atención plena está ganando popularidad como una forma de desarrollar resiliencia y mejorar el bienestar de los empleados al reducir la ansiedad, el agotamiento, el burnout y el estrés (Johnson et al., 2020; Lee et al., 2021; Mubarak et al., 2022; Strauss et al., 2014).

Desde la perspectiva de una fuerza laboral preparada para el futuro, la adaptabilidad al cambio es una de las habilidades clave que son valiosas para una organización (Dyvik, 2024). Además, Dondi et al. (2021) muestran que los empleados que se adaptan fácilmente al cambio y afrontan la incertidumbre son un 42% más deseables para la dirección. Sin embargo, un estudio de PwC (2024) reveló que la mayoría de los empleados se quedan atrás de la demanda de acción y cambio urgentes, lo que finalmente altera el crecimiento y el rendimiento empresarial. Por lo tanto, la atención plena puede llenar este vacío, ya que los empleados conscientes están preparados para los desafíos y son capaces de cambiar su comportamiento. Además, Charoensukmongkol (2016) destacó que la atención plena mejora la capacidad de adoptar la adaptabilidad y mejora la autorregulación en una situación de carga. En consecuencia, el papel de la atención plena se está volviendo esencial en el entorno empresarial actual, ya que conduce a la mejora del funcionamiento del lugar de trabajo. Bajaj y Pande (2016) y Hülshager et al. (2021) afirmaron que la atención plena aumenta las capacidades de autorregulación de los empleados, abre nuevas perspectivas y aumenta la resiliencia frente al cambio. Esto se debe a que los empleados conscientes generalmente son conscientes de todo y están preparados para reaccionar cuando se produce un cambio (Langer, 2014; Roemer et al., 2021). Sin embargo, debido a que la atención plena está muy asociada con la conciencia, el término “conciencia” se malinterpreta con frecuencia, lo que hace que las organizaciones se centren únicamente en la meditación y otras prácticas que tienen como objetivo mejorar la atención plena (Shahbaz y Parker, 2022). Lo que a menudo se pasa por alto es que la capacidad de un individuo para ser consciente no solo tiene que ver con su estado actual, sino que también tiene sus raíces en los rasgos de personalidad. Esto pone de relieve la escasez de investigaciones sobre la atención plena

PALABRAS CLAVE

Atención plena, preparación para el cambio, compromiso de los empleados, teoría de la conservación de recursos.

KEYWORDS

Mindfulness, readiness for change, employee engagement, conservation of resources theory.

como rasgo como elemento esencial del cambio organizacional. En consecuencia, este estudio proporciona más información sobre la atención plena en el lugar de trabajo, lo que puede ayudar a mejorar el compromiso de los empleados. Los empleados comprometidos están más abiertos a nuevas ideas y cambios, y pueden manejar mejor las tareas desafiantes. Por lo tanto, este estudio propone una correlación entre la atención plena y la disposición de los empleados al cambio a través de la mediación del compromiso de los empleados. La siguiente sección analiza la literatura que ha establecido los constructos de atención plena, disposición para el cambio y compromiso de los empleados, y las teorías relacionadas con la corroboración del marco conceptual. A continuación, se analiza el desarrollo de la propuesta y las implicaciones antes de establecer el trabajo futuro.

2. REVISIÓN DE LA LITERATURA

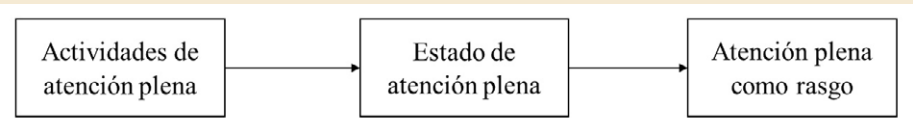
2.1. La Atención Plena

La atención plena es la capacidad de ser consciente y mantener la atención a los pensamientos, emociones y condiciones externas (Brown et al., 2007). Shapiro et al. (2006) consideraron la atención plena como un estado de conciencia que surge a través de la atención con un propósito. Además, Bishop et al. (2004) y Baas et al. (2014) señalaron que la atención plena es un elemento actitudinal que incluye la apertura mental, el despertar de la curiosidad y la facilidad de aceptación. La investigación empresarial y de gestión ha conceptualizado la atención plena como una intervención, una práctica, un estado y un rasgo asociados entre sí (Jamieson y Tuckey, 2017). Los programas formales de tratamiento cognitivo y conductual pueden mejorar la conciencia, seguidos de actividades rutinarias de atención plena como el yoga, las técnicas de respiración, una buena dieta y la meditación (Hyland et al., 2015). Además, la capacidad individual de atención plena puede variar según la experiencia en un momento determinado, y este principio temporal es el que sustenta la atención plena de estado (Hülshager et al., 2013; Tanay y Bernstein, 2013). La cantidad de atención plena varía entre individuos, de persona a persona, y está representada por la atención plena de rasgo, que es más consistente y duradera (Kiken et al., 2015). La atención plena de rasgo permite a las personas tomar conciencia de sus emociones y adoptar un enfoque sin prejuicios ante sus



pensamientos (Hawkes y Neale, 2020). Por lo tanto, su capacidad para regular las emociones aumentó, lo que garantizó una capacidad de respuesta más adaptativa. Los vínculos entre los diferentes tipos de atención plena se ilustran en la **Figura 1**.

Figura 1. **El vínculo entre los diferentes tipos de atención plena**



Fuente: (Roche et al., 2021)

Sin embargo, no existe consenso entre los académicos sobre la definición y el concepto de mindfulness, lo que genera desafíos en su medición (Han y Zhang, 2011; Hülshager y Alberts, 2021). Además, limitar el mindfulness mediante el uso de preguntas sobre la atención y la conciencia de la vida diaria puede proporcionar un significado diferente para el mindfulness en el lugar de trabajo. Han y Zhang (2011) introdujeron el concepto de mindfulness en el lugar de trabajo y validaron su medición en situaciones gerenciales. La conciencia activa, la mentalidad profunda y la conducta prudente son rasgos del mindfulness gerencial que comparten similitudes con el mindfulness rasgo. Además, medir los constructos de mindfulness utilizando varias dimensiones puede generar resultados diferentes (Hülshager y Alberts, 2021; Mesmer-Magnus et al., 2017). Estudios previos han validado el papel de la atención plena como predictor de resultados positivos en el lugar de trabajo, como el desempeño laboral (Dane y Brummel, 2014), la satisfacción laboral (Forjan et al., 2020; Pang y Ruch, 2019), el comportamiento prosocial (Hafenbrack et al., 2020), el compromiso de los empleados (Liu et al., 2020; Malinowski y Lim, 2015), la intención de abandonar la empresa (Reb et al., 2017), la creatividad (Cheung et al., 2020) y la disposición para el cambio (Roemer et al., 2021). Por lo tanto, es necesario emplear este constructo tridimensional para obtener más información sobre la relación entre la atención plena y los resultados en el lugar de trabajo.

2.2. Compromiso de los Empleados

El compromiso de los empleados es un concepto imperativo en los estudios de gestión que está fuertemente vinculado a los resultados

organizacionales. El éxito de una organización está correlacionado con los niveles de compromiso de los empleados, en los que su devoción al trabajo se traduce en una mayor productividad y un mejor desempeño (Bakker y Albrecht, 2018; Hu et al., 2021). Los empleados comprometidos demuestran sentimientos positivos hacia su trabajo y son apasionados y entusiastas a la hora de completar las tareas que se les asignan (Kahn, 1990). Además, el compromiso de los empleados se refiere a una mentalidad positiva que comprende perseverancia, determinación y una alta concentración en el trabajo (Schaufeli et al., 2002). Por lo tanto, los empleados comprometidos se sienten orgullosos de su trabajo y actúan de maneras que benefician a la organización (Tensay y Singh, 2020).

En el actual entorno empresarial altamente disruptivo, se prioriza el compromiso de los empleados para garantizar el crecimiento y la sostenibilidad de la organización (Kim et al., 2019; van der Voet y Vermeeren, 2017). Los empleados están comprometidos cuando tienen los recursos necesarios para controlar e influir en sus entornos (Bakker y Demerouti, 2007). Khoza et al. (2024) señalaron que la incapacidad de los empleados para reponer sus recursos hace que se desvinculen de su trabajo. De manera similar, si los recursos son insuficientes y no se pueden mantener, es probable que los empleados se sientan amenazados y estresados por sus trabajos, lo que conduce a un comportamiento desviado (Hsieh et al., 2021). Por el contrario, cuando hay recursos excedentes disponibles, los empleados ganan más confianza y es probable que participen en conductas de ciudadanía organizacional, que son comportamientos discrecionales que van más allá de los requisitos formales del trabajo y contribuyen a la eficacia y el éxito generales de la organización (Aggarwal et al., 2022; Nguyen y Broekhuizen, 2022). En consecuencia, sentirse comprometido debería promover reacciones laborales positivas, como la preparación para el cambio organizacional (Matthysen y Harris, 2018).

2.3. Preparación para el Cambio

La preparación para el cambio es una reacción a los cambios que se refleja en las actitudes, creencias e intenciones de los empleados con respecto a la necesidad y la capacidad de la organización para implementar el cambio de manera efectiva (Armenakis et al., 1993). Esto se relaciona con la capacidad de un individuo de estar cognitiva y emocionalmente preparado para gestionar un cambio en



particular (Holt et al., 2007). De manera similar, Bouckennooghe et al. (2009) explicaron que la preparación es un estado mental que refleja creencias, sentimientos y acciones para adoptar los esfuerzos de cambio que son deseables en el punto inicial del cambio propuesto. Los empleados que perciben la necesidad de un cambio y tienen la capacidad de implementarlo pueden incitar esta reacción.

Cabe destacar que la disponibilidad de recursos facilita la confianza de los empleados en su capacidad para ejecutar cambios. Como el cambio es incierto y ambiguo, es fundamental contar con recursos adecuados para minimizar la resistencia de los empleados y estimular la preparación para el cambio (Bennett y Lemoine, 2014). Malik y Garg (2017) destacaron que las reacciones de los empleados al cambio se ven influenciadas favorablemente por la acumulación de recursos. La disponibilidad de recursos permite a los empleados controlar fácilmente sus emociones negativas y hacer frente al estrés (Grover et al., 2017). Por lo tanto, equilibrar el agotamiento de los recursos de los empleados conduce a reducir su ansiedad y crear una mentalidad para tener éxito en los cambios venideros.

Rahi et al. (2022) destacaron que los atributos personales positivos fomentan la disposición al cambio, en la que los empleados se sienten motivados a participar en el proceso de cambio. Cuando los empleados se sienten amenazados por cambios inciertos, sus rasgos positivos se invertirán para sostener los recursos perdidos. En consecuencia, los empleados se sienten menos presionados, lo que conduce a una menor resistencia y cinismo (Ahmad y Cheng, 2018). Al reducir la resistencia al cambio, es probable que los empleados tengan un mayor nivel de preparación, lo que contribuye al éxito del cambio organizacional y al aumento del desempeño organizacional (Bawany, 2018; Rimita et al., 2020). Como la preparación está relacionada con la preparación para el futuro, es probable que los empleados preparados para el cambio sean más abiertos y esperen con ansias el cambio.



3. DESARROLLO DE PROPUESTAS

3.1. Atención Plena y Compromiso de los Empleados

Se espera que los empleados se sientan comprometidos o desconectados después de experimentar la disponibilidad o ausencia de recursos (Bakker y Demerouti, 2007). Normalmente,



una deficiencia o pérdida de recursos indica un menor apoyo, y se espera que los empleados sientan falta de energía y se desconecten del trabajo (Gillet et al., 2022; Soane, 2013). Sin embargo, la atención plena puede actuar como un recurso para los empleados, dado que aumenta la atención y la conciencia para gestionar entornos inciertos, lo que a su vez mejora su compromiso laboral. Por lo tanto, la atención plena regula las emociones de los empleados y los lleva a estar más centrados y dedicados a su trabajo (Kuang et al., 2022; Zhang et al., 2022). Además, investigaciones anteriores sobre la atención plena han revelado su importancia para mejorar la desconexión de los empleados, ya que funciona como un amortiguador contra el estrés y las actitudes negativas (Robinson y Krishnakumar, 2022; Sharma y Kumra, 2022). Por lo tanto, se espera que la atención plena mejore la pasión de los empleados por sus roles laborales. Por lo tanto, sugerimos la siguiente propuesta:

P1: Existe una relación positiva entre la atención plena y el compromiso de los empleados.

3.2. Atención Plena y Preparación para el Cambio

Investigaciones anteriores han establecido que las actitudes y comportamientos positivos de los empleados están vinculados a la atención plena (Hafenbrack et al., 2020; Hülshager et al., 2013; Reb et al., 2017). Por lo tanto, un empleado consciente es fundamental para una organización, especialmente dados los cambios altamente dinámicos de la actualidad. Se ha descubierto que la atención plena cultiva la autorregulación y la autoeficacia de los empleados; por lo tanto, están listos para el cambio y pueden trabajar en torno a la incertidumbre (Charoensukmongkol, 2016). Si los empleados están continuamente conscientes de los eventos que los rodean, pueden proporcionar información sobre la necesidad de un cambio organizacional (Yeap et al., 2021). En consecuencia, tienen más confianza para manejar situaciones futuras y su preparación es mejor (Roemer et al., 2021). En el entorno laboral, la atención plena no solo se limita al nivel de conciencia y atención, sino que también incluye la capacidad de actuar con prudencia y reflexión (Han y Zhang, 2011). Por lo tanto, los empleados conscientes pueden afrontar mejor el estrés laboral y son más receptivos a nuevas ideas (Mishra y Tageja, 2022; Vinothkumar et al., 2016). Además, los empleados con atención plena permanecen concentrados sin juzgar en el presente, lo que los hace más abiertos de mente en cualquier situación (Bunjak et al.,

2022; Han y Zhang, 2011). Por lo tanto, se espera que la atención plena mejore la disposición de los empleados al cambio. Por lo tanto, se sugiere que:

P2: Existe una relación positiva entre la atención plena y la preparación para el cambio.

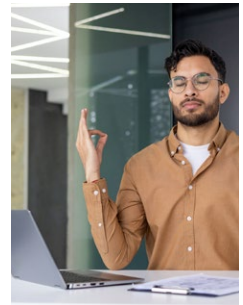
3.3. Compromiso de los Empleados y Preparación para el Cambio

El compromiso puede generar en los empleados un sentido de responsabilidad u obligación de trabajar más allá de sus descripciones de trabajo (Schaufeli y Bakker, 2004). Los empleados están dispuestos a hacer un esfuerzo adicional y quieren contribuir más cuando se sienten comprometidos con su trabajo. Sánchez (2007) destacó que si los empleados están comprometidos, producen resultados laborales positivos que son beneficiosos para su organización. Como el compromiso es lo inverso del agotamiento, los empleados comprometidos experimentan un bajo agotamiento emocional y se vuelven más entusiastas (Sahi et al., 2022). Islam et al. (2021) señalaron que el compromiso de los empleados era un elemento importante en la gestión del cambio organizacional. Si los empleados están comprometidos, se sienten apegados a su trabajo. Por lo tanto, son más eficientes y productivos, lo que a su vez estimula una mejor adaptabilidad a los cambios en el proceso de trabajo. Shafi et al. (2020) creían que el compromiso de los empleados es un factor importante para facilitar que los empleados adopten nuevos cambios en el trabajo. Asimismo, el compromiso de los empleados afecta las actitudes laborales de los empleados; Cuando los empleados están comprometidos, podrán manejar la presión que surge del cambio organizacional y también estarán más preparados para este cambio (Meria et al., 2023). Por lo tanto, se propone la siguiente predicción:

P3: Existe una relación positiva entre el compromiso de los empleados y la preparación para el cambio.

3.4. El Compromiso de los Empleados como Mediador Entre la Atención Plena y la Preparación para el Cambio

Los empleados desarrollan resultados laborales en función de su grado de disponibilidad de recursos (Dettmers et al., 2016). Cuando los recursos son abundantes, los empleados están muy comprometidos y adoptan actitudes y comportamientos más positivos en el lugar de trabajo (Kunte y Rungruang, 2019). En otras palabras, sin recursos





suficientes, los empleados tienden a sentirse presionados y tienen un compromiso reducido, lo que conduce a un comportamiento desviado y depresión (Hsieh et al., 2021). Desde la perspectiva de la teoría de la conservación de recursos, los empleados con atención plena pueden permanecer concentrados sin juzgar el momento presente, lo que resulta en una mejor claridad y conocimiento de sus entornos de trabajo (Bunjak et al., 2022). Por lo tanto, la faceta sin juicios ayuda a aumentar el compromiso de los empleados al fomentar la concentración de los empleados en sus tareas. El resultado del compromiso de los empleados representa un tipo particular de recurso para los empleados que podría ser un posible mediador para ellos en la gestión de eventos dentro de la organización. Como tal, los empleados comprometidos muestran actitudes laborales enérgicas y siempre se esfuerzan por el éxito de la organización. En consecuencia, su sentido de conexión y entusiasmo por sobresalir en el trabajo conduce a un mayor nivel de preparación para el cambio (Matthysen y Harris, 2018), lo que se traduce en el éxito del cambio organizacional (Faisaluddin et al., 2024). La atención plena cultiva la autorregulación y la autoeficacia, lo que hace que los empleados creen que tienen amplios recursos que les permiten invertir energía y atención en su trabajo. Esto, a su vez, los incentiva a poner más esfuerzo y mejorar su preparación para el cambio organizacional. En línea con la literatura existente, se sugiere la siguiente propuesta:

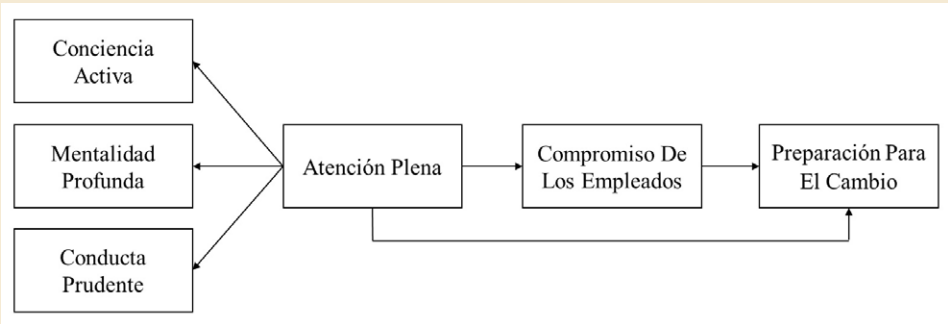
P4: El compromiso de los empleados media la relación entre la atención plena y la preparación para el cambio.

4. NUEVO MARCO CONCEPTUAL DE PREPARACIÓN PARA EL CAMBIO

Este estudio desarrolla un marco basado en recursos que proporciona un vínculo entre la atención plena, que es un recurso personal, y el compromiso y la preparación de los empleados para el cambio, lo que puede llenar el vacío existente en la literatura. El marco de la Figura 2 aborda la necesidad de empleados bien preparados que las organizaciones requieren para gestionar los desafíos actuales y futuros en el trabajo y garantizar que se disponga de los recursos adecuados para lograr la preparación de los empleados para el cambio organizacional. La atención plena es un concepto relativamente nuevo en el campo de estudio de los negocios y la gestión y, como rasgo individual, permite a los empleados mostrar actitudes

y comportamientos laborales positivos. Además, los empleados conscientes generan entornos de trabajo productivos al aumentar su compromiso (Malinowski y Lim, 2015). En consecuencia, la capacidad de centrarse en el momento presente y comportarse de manera sensata permite a los empleados concentrarse más en sus trabajos. Por lo tanto, este es el punto de partida para un nuevo marco de preparación para el cambio.

Figura 2. **Modelo de investigación**



En este estudio, se utilizó la teoría de conservación de recursos (COR) para sustentar el marco de investigación. La teoría establece que los recursos incluyen objetos, circunstancias, condiciones y otros elementos valiosos que pueden clasificarse como organizacionales, sociales, laborales, domésticos y personales (Lee et al., 2020; Schmitt et al., 2016). Según la teoría COR, la disponibilidad de recursos puede brindar una ventaja a los empleados a la hora de crear un resultado positivo en el lugar de trabajo porque pueden obtener, mantener y cultivar sus recursos. Además, gran parte del trabajo previo sobre las actitudes de los empleados y los resultados laborales se basa en la COR (Bon y Shire, 2022; Jaiswal y Arun, 2020), que se basa en el principio de conservar los recursos existentes mientras se crean nuevos recursos para superar las pérdidas futuras de recursos (Halbesleben et al., 2014). Por lo tanto, la teoría COR ayuda a desentrañar y comprender cómo la atención plena mejora el compromiso de los empleados y mejora la preparación para el cambio.

En el ámbito de los estudios organizacionales, la teoría COR ha demostrado su capacidad para explicar el efecto de los recursos



en la ayuda a los empleados para hacer frente a los desafíos, lo que conduce a una mejora de la autorregulación (Davidson et al., 2003). Así, Montani et al. (2020) argumentaron que las personas conscientes son mejores para lidiar con situaciones difíciles, incluidos los factores estresantes laborales. Durante el cambio organizacional, los empleados pueden experimentar mayores cargas de trabajo y la necesidad de adaptarse al nuevo diseño del trabajo, lo que los hace sentir presionados y reduce su compromiso. Sin embargo, serán capaces de manejar las consecuencias empleando la atención plena, que aumenta su conciencia de pensar objetivamente y actuar con sensatez. Además, el compromiso de los empleados puede mejorarse a través de la atención y la reflexión (Bunjak et al., 2022; Malinowski y Lim, 2015). En concreto, los empleados con mayores niveles de atención plena están más centrados y evitan reaccionar apresuradamente ante los acontecimientos actuales en el lugar de trabajo, lo que luego eleva su compromiso (Khan et al., 2020). Es este aspecto de la reposición de recursos lo que ayuda a explicar por qué la teoría COR es una herramienta valiosa para conceptualizar la relación entre la atención plena, el compromiso de los empleados y la preparación para el cambio. En ese sentido, este estudio propone que las organizaciones deberían analizar la importancia de la atención plena para preparar a los empleados para el cambio organizacional mediante la mejora del compromiso de los empleados, lo que aumentará la probabilidad de que la organización ejecute con éxito sus iniciativas de cambio.

Este marco es útil en el contexto de la gestión del cambio y demuestra una relación positiva entre la atención plena, el compromiso de los empleados y la preparación para el cambio. Los estudios anteriores sobre la atención plena se limitaban a mediciones unidimensionales; por lo tanto, ampliamos la literatura utilizando mediciones multidimensionales, a saber, la conciencia activa, la mentalidad profunda y la conducta prudente. Por lo tanto, se mejorará la comprensión de la atención plena. Investigaciones anteriores han demostrado que el apoyo organizacional percibido (Arnéguy et al., 2022; Kebede y Wang, 2022), la cultura organizacional (Engida et al., 2022) y la autoeficacia (Bayraktar y Jiménez, 2020) son mediadores de resultados laborales positivos, incluida la preparación para el cambio. Por lo tanto, en el contexto del compromiso de los empleados como recurso, se espera que el constructo sea un posible mediador entre la atención plena y la preparación para el cambio, lo que es otra

contribución a la literatura que necesita ser respaldada por estudios empíricos adicionales.

5. CONCLUSIÓN

La atención plena puede ayudar a estimular la preparación de los empleados para el cambio. Dado que los cambios frecuentes son inevitables y las organizaciones que no son receptivas perderán competitividad, es crucial obtener el apoyo de los empleados para que el cambio tenga éxito. Los recursos adecuados no solo ayudan a minimizar la ansiedad y el estrés generados por el cambio, sino que también aumentan la confianza de los empleados para adaptarse a la nueva situación. Este estudio destaca la importancia de la atención plena como recurso personal y su efecto en la preparación para el cambio. Este marco también destaca el papel mediador del compromiso de los empleados desde la perspectiva de la conservación de los recursos. La adopción de la atención plena con el compromiso de los empleados como mediador indica que la ventaja competitiva de una organización puede mantenerse si los empleados están preparados para el cambio. El concepto de atención plena propuesto en este estudio se desarrolló específicamente para el lugar de trabajo y se espera que confirme su influencia en la preparación, lo que ayudará a mejorar la eficacia de las actividades de gestión del cambio.

Este estudio podría tener un impacto generalizado en diferentes aspectos de la vida, incluidas las esferas económica y social. Desde una perspectiva económica, los empleados con atención plena tienen más probabilidades de mostrar un mayor nivel de preparación para el cambio, lo que es esencial para las organizaciones que buscan adaptarse a las condiciones dinámicas del mercado y mantener la competitividad. Las organizaciones que priorizan la preparación para el cambio entre sus empleados están mejor posicionadas para aprovechar las oportunidades de crecimiento e impulsar el éxito a largo plazo. Finalmente, los inversores se sienten atraídos por las organizaciones que demuestran viabilidad y estabilidad, lo que puede generar un efecto dominó en el desarrollo económico al crear oportunidades de empleo, apoyar a la industria local y fomentar la innovación.

Los empleados conscientes son mejores en la gestión de sus emociones y tienen más probabilidades de adoptar conductas



laborales positivas. Esto se puede traducir en un mejor desempeño laboral y una mayor productividad, lo que conduce a una mejor prestación de servicios a los clientes. En consecuencia, se espera que la satisfacción del cliente aumente y genere interacciones sociales positivas. Además, la formación y las intervenciones de mindfulness benefician a los empleados porque el programa ayuda a reducir el agotamiento emocional y a mejorar el bienestar. Por tanto, el programa se encuentra entre las opciones que puede adoptar la dirección para garantizar el bienestar de los empleados y que el efecto positivo no se limite al lugar de trabajo, sino también al contexto social más amplio. Por ejemplo, la atención plena mejora la conciencia de las experiencias y los sentimientos que los rodean; por tanto, los empleados como individuos podrán comprender y abordar los problemas sociales y promover la armonía dentro de las comunidades.

Por lo tanto, este estudio permite comprender cómo y por qué la atención plena es importante para mejorar la preparación de los empleados para el cambio. El marco puede ser un paso inicial para que las entidades y organizaciones comerciales gestionen el cambio organizacional prestando atención a la actitud y el comportamiento de la fuerza laboral. Además, basándose en la premisa de que los empleados preparados para el cambio desempeñan un papel fundamental en la implementación exitosa del cambio y la transformación organizacional para el crecimiento empresarial, este estudio contribuye a los Objetivos de Desarrollo Sostenible (ODS) 8 a través del crecimiento económico sostenible, el empleo productivo y el trabajo decente.

6. IMPLICACIÓN TEÓRICA

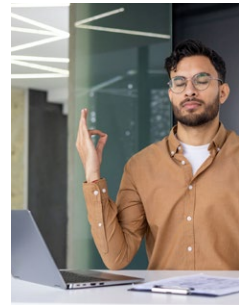
Se prevé que este marco amplíe el conocimiento en los estudios sobre cambio organizacional, específicamente sobre la preparación de los empleados para el cambio. Sin la disponibilidad de empleados preparados para el cambio, es posible que el cambio organizacional no se produzca (Haque et al., 2020). Además, el éxito del cambio organizacional ayuda a mantener una ventaja competitiva y garantiza un alto retorno de la inversión. Por lo tanto, investigar la atención plena como predictor de la preparación para el cambio ofrece una nueva perspectiva sobre la planificación del cambio. La adopción del concepto de atención plena en el lugar de trabajo, introducido



por Han y Zhang (2011), refleja los componentes de atención plena de conciencia activa, mentalidad profunda y conducta prudente. Esto abordará la cuestión de la investigación que utiliza escalas para evaluaciones de atención plena en la vida diaria y escalas unidimensionales que limitan el informe de elementos de conciencia, atención y enfoque (Eby et al., 2020; Hülshager y Alberts, 2021). Basándose en la teoría de la conservación de recursos, los empleados utilizan los recursos disponibles para demostrar actitudes y comportamientos laborales positivos. Los empleados entusiastas se sienten bien y orgullosos de su trabajo, consideran el cambio organizacional un desafío y están dispuestos a esforzarse más en el proceso (van den Heuvel et al., 2020). Estos aspectos cognitivos y afectivos pueden aumentar la preparación de los empleados para el cambio. Por lo tanto, este nuevo marco de mediación destaca la literatura sobre la preparación para el cambio en el compromiso de los empleados como mediador.

7. IMPLICACIÓN PRÁCTICA

Este estudio sugiere que las organizaciones pueden proporcionar un entorno propicio en el que la formación en mindfulness pueda establecer la atención plena como rasgo. La atención plena no solo sirve para lograr el resultado final de la preparación de los empleados para el cambio, sino también para minimizar el estrés y mitigar los problemas de salud mental entre los empleados. Además, ayuda a mejorar el compromiso de los empleados y su capacidad para afrontar los desafíos laborales. Los empleados que creen que tienen lo necesario para que un esfuerzo de cambio sea exitoso reaccionarán positivamente sin dudarlo. En última instancia, pueden desempeñar sus funciones y responsabilidades durante el cambio, lo que puede generar una mayor productividad y mejorar el rendimiento organizacional. Los empleadores también deben reconocer que la resiliencia, la colaboración y la autoconciencia entre los empleados les permiten obtener una ventaja competitiva dada su capacidad para gestionar las disrupciones de manera eficiente en condiciones inciertas. Al organizar actividades de gestión del cambio eficaces, los empleadores pueden abordar las preocupaciones de los empleados y reducir su resistencia a futuros programas de cambio.



8. SUGERENCIAS PARA FUTURAS INVESTIGACIONES

Basado en la teoría de la conservación de los recursos, este estudio propone un nuevo marco de trabajo sobre atención plena, compromiso de los empleados y preparación para el cambio que debe examinarse empíricamente en diferentes sectores e industrias organizacionales. Además, el concepto de atención plena en el lugar de trabajo debe explorarse más a fondo para validar el constructo para la investigación organizacional. El marco propuesto está destinado específicamente a los gerentes intermedios del sector público. No obstante, la investigación futura puede adoptar un marco similar en otros contextos y entornos organizacionales donde la atención plena y el compromiso de los empleados son muy importantes.

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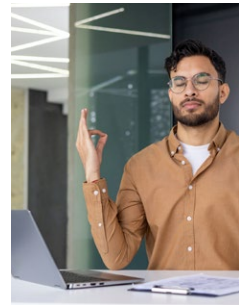
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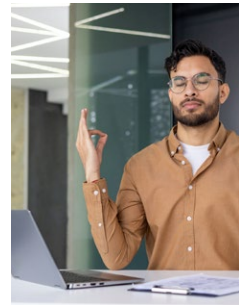
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