MINDFULNESS AND CHANGE READINESS IN ORGANIZATIONS – A CORRELATIONAL STUDY

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ABSTRACT:

Change in organizations lays the foundation for long-term success and hence, it should be embraced rather than feared. It is not only important to adapt to changes but also thrive, develop to operate more efficiently and cost effectively. Overall some of the benefits of organizational change include superior productivity, reduced costs, improved quality, greater revenue, enhanced efficiency, and operational excellence. Evidence shows that mindfulness is associated with outcomes of enhanced psychological and physiological well-being. There are very few studies that talk about the relationship between mindfulness and change, and almost none with regard to mindfulness and change readiness in organizations. Although studies have been done on various other variables such as motivation, job-satisfaction, leadership, teamwork, etc., none of them have tried to establish a direct link between both the variables. Through the administration of standardized questionnaires to a sample population of 103 participants from different organizational backgrounds, this study aims to establish a correlation between the variables of mindfulness and change readiness, and check for gender differences in both.

I. INTRODUCTION:

Oxford defines change as an act or process through which something becomes different. There is no static method, on how change can be measured. It is the relative difference in the object changing, between any two instances of time. Change Management refers to the series of actions/measures taken, to, deal with the change. These actions could be either reactive or proactive, with the result being a movement from the current state to the future state. The success in managing a change can be reflected in the difference or lack of it between expected and achieved outcomes. Organizational change is both the process in which an organization changes its structure, strategies, operational methods, technologies, or organizational culture to affect change within the organization and the effects of these changes on the organization. Organizational change can be continuous or occur for distinct periods of time. The study of organizational change is multidisciplinary, involving fields of psychology,

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sociology, economics, political science, and management. There is no one unified theory regarding this subject, rather there are many distinct theories that have not been integrated as of yet (Grimsley, 2019). Change in organizations lays the foundation for long-term success and hence, it should be embraced rather than feared. Smaller organizations need to adapt to changes to survive against larger competitors. It is not only important to adapt to changes but also thrive, develop to operate more efficiently and cost-effectively. Overall, some of the benefits of organizational change include superior productivity, reduced costs, improved quality, greater revenue, enhanced efficiency, and operational excellence. The economic climate or overall economic conditions have a major impact on organizational change. Recessions may require the company to cut back on the workforce resulting in restructuring. A merger or takeover may also require a complete reorganization of the corporate workforce. Consumer demand and behaviour form another major driver of organizational change. The advent of the internet has increased the pace of changes in individuals' lifestyles with respect to the way they shop, work, or spend time with leisurely activities. Without change, an organization will lose its competitive edge and fail to meet the changing requirements of the customers. The competitive marketplace gives rise to rivals with alternative business models, some of which are more successful in gaining the market share. In such cases, existing models should adapt to increase their gains. Changes in rules and regulations from authorities or government policies often leave organizations only with the choice of complying with them and adapt and thrive in the set conditions. Organizational change can occur in terms of various contexts, including that of systems, processes, structures, strategies, etc. There are several types of organizational change. One is that involving a change in the mission and strategies of the organization, which affects virtually every part of the organization, hence contributing to a company-wide change. Changes in policies and legal agreements are often unpopular among customers as well as the workforce and hence, have a significant impact. Organizational structure or hierarchy in the organization each job and department, their functions, and where they report to. Large-scale changes in this aspect, like mergers, result in major structural changes while minor changes involve the creation of new teams, etc. Processes refer to the collection of linked tasks ending in the delivery of products or services to the consumer. They are often altered when the organization changes, some companies upgrading or changing processes, is an ongoing process to improve efficiency. Culture encompasses all-pervasive beliefs, values, and attitudes that characterize the firm and guide its practices. Thus, changes in this dimension have a profound impact on every aspect of the organization, such as productivity, compliance, and innovation. The aspect of knowledge supports every product, process, initiative, project, and program. Change here refers to the knowledge assets of the company, which are in terms of information and skills acquisition, making the company more productive and valuable. Integration includes synchronizing IT (information technology) and business cultures and objectives, aligning technology with company strategy and goals. Integration has a role in virtually every form of change and is of importance to support, value, and complement each other. They are the most complex forms of change and have a major impact on the organization as a whole (Nordqvist, 2019). However, when implemented, organizational change usually fails. A survey found that in the majority of cases, failure occurs in the execution phase and in some instances, the strategy development stage. Failure could be usually attributed to broken or inadequate communication. Important aspects to consider leading a major organizational change according to this study include clear communication and outline of goals and effective delegation (Weiss, 2017). Change is approached in organizations from two perspectives: one in terms of improving processes and the other in terms of people's mindset. The movement to improve processes, the Efficiency movement was a

major movement in the United States, Britain, and other industrial nations in the early 20th century that sought to identify and eliminate waste in all areas of the economy and society and to develop and implement best practices. The Process Improvement school of thought had its foundations on the work of F.W Taylor. The process improvements which were aimed initially to remove the smallest of inefficiencies, with time, bettered into Bedaux system, The Deming Cycle (1950), Six Sigma (1986), Lean Management (1990) and Michael Hammer (1990) took it to a new level with his concept of Business process reengineering. The other school of thought that focused on people, went on to explore, how people react to the process of change, and how they either embrace it or perish. The Kubler – Ross grief Cycle (1969) and Longaker model (1993) explained various phases that employees or people go through when they face change. They all essentially underline one point, when an organization wants to adopt the process of change, it has to take a snapshot of the current processes to make it static, clearly define where they want to be, identify how to bridge the gap, apply the changes and then make the organization dynamic again. Organizations require the ability to adapt to the turbulence of today's ever-changing organizational climate and the capacity to forge creative alliances of diverse individuals to collaboratively solve complex problems. Effectively meeting any challenge demands certain physical, emotional, and psychological resources in such areas as creativity, problem-solving, focus, memory recall, and task performance. Change is challenging and thus causes some level of emotional arousal or "anxiety". Anxiety is the greatest impediment to performance in several realms including problem-solving, learning, and organizational change (Walinga, 2008). Change often leads to uncertainty which causes stress in the individual. This stress causes a decrease in productivity, in job-satisfaction, and in the overall confidence of the individual on completing a task. Hence, it becomes important to address change in organizations using interventions based on mindfulness to ensure maximum productivity, job satisfaction, and self-efficacy of the employees. Research findings indicate that transition phases in organizations are most stressful as it creates job insecurity when handled with insufficient information, consultation, and support (Smollan, 2015). Stress is the relationship between the person and the environment that is appraised as personally significant and as taxing or exceeding resources for coping (Lambert & Lazarus, 1970). Primary appraisal involves the assessment of how significant an event is for a person, including perceiving it as a threat or a challenge. The secondary appraisal considers one's ability to cope or take advantage of the situation (Lazarus, 1991). Hence, when the individual perceives his resources to be sufficient to deal with the stressor, in this case, any change in the organization, then he/she will perceive it as a challenge. On the contrary, when it is assessed that an individual does not have enough resources to cope, then the change is perceived as a threat. Therefore, the perception of change plays an important role in determining the employees' response to it. Similarly, every experience or change represents a challenge or stressor to the human system, and thus every experience is met with some degree of "alarm" or arousal (Selye, 1956). Individual differences determine if the stress is interpreted as eustress or distress. The relationship between employees' negative appraisals of organizational change and workplace outcomes is fully mediated by coping and emotions. Therefore, managing employees' appraisals, coping strategies, and emotions are essential to reduce negative workplace outcomes such as employee withdrawal, absenteeism, and turnover. Managers can impact employees' appraisal of organizational change by communicating information clearly to reduce job insecurity, articulating the vision of the change, and giving employees a sense of influence or control. (Adkins, 2015). From an organizational point of view, low and moderate amounts of stress experienced by the employees are the functional amount of stress necessary to improve employees' performance. But high levels of stress and

sustained low levels of stress are a cause of action by the management. Since such stress is undesirable for the individual and the organization, management often focuses on various individuals as well as organizational approaches to managing that stress. Individual approaches include increasing knowledge about stress, physiological fitness, time management, assertiveness, social support network, readjusting life goals, relaxation techniques, and planning. Organizational approaches involve selection and placement, goal setting, improved communication, redesigned jobs, participative decision making, building teamwork, and personnel wellness programs. Such approaches tend to ensure less employee turnover, absenteeism, and hence improve productivity (ebrary.net, 2014). Organizational readiness for change is a multi-level, multi-faceted construct. As an organizational construct, it refers to members' shared resolve to implement a change (change commitment) and shared belief in their collective capability to do so (change efficacy). Change management experts have emphasized the importance of establishing organizational readiness for change and recommended various strategies for doing it.it is important for examining organizational changes where collective behaviour change is necessary in order to effectively implement the change and, in some situations produce anticipated benefits (Weiner, 2009). This indicates the importance of change readiness in the successful moderation of change in organizations. Readiness has its origins in the early research on organizational change (Walinga, 2008) Increasing employee decisional latitude, participation, and power often requires a further change in managerial approach from authoritative to participative (Walinga, 2008). The theoretical basis for change readiness begins with early studies on "creating readiness" by "reducing resistance to change". Coch and French (1948) demonstrated experimentally, the power of employee/worker participation. (Walinga, 2008). Change readiness can be primarily measured in terms of two perspectives. One is change readiness concerning organizations' financial, material, human, and informational resources that can be applied to the change, and the other concerning the psychological willingness of affected people to cooperate in ensuring successful implementation of the change. When large and complex changes are implemented, change is assessed at multiple levels: individuals', work units', business units', organizations', global partners', etc. however, commercial assessment of readiness may ignore the complexity of interconnected relationships that requires a more holistic assessment. Change readiness can be viewed as a measure of confidence and is driven by three major factors. One is cultural readiness which is the degree of alignment between cultural norms and proposed change. The second is commitment readiness which is the degree of resolve and ability of the organization, through its leaders at all levels, to see the change through to successful and sustainable completion within the organization's overall strategic agenda. And the third driver is Capacity readiness which is the degree to which the organization can bring supportive work processes, historical knowledge and experience, current knowledge, skills and abilities, and resources to bear to aid in successful implementation and sustainability of the change. Many studies establish a link between emotional confidence in achieving a goal and corresponding behaviours that support the goal achievement such as cooperative behaviours, championing and supportive behaviours, perseverance in the face of difficulty, etc. (Combe, 2014). Mindfulness, in a simplified context, is a way of paying attention to its origins in Eastern mediation practices. It is the ability to direct one's complete attention to the present experience; purposefully and non-judgmentally (Baer, 2003). Much of the western understanding of mindfulness comes from the term "mindful", or "characterized by mind" which means being thoughtful, conscious, or aware. Throughout western history, it has been associated with a quality of life that is largely other-oriented and with undertones of religiosity and morals. Understanding of mindfulness from in Eastern (Buddhist) perspective,

arises from the word 'sati'. The opening of SatipatthanaSutta, or "Discourse on Establishment of Mindfulness" emphasizes the centrality of mindfulness in the Buddhist path. Within a specific context of Satipatthanapractice, sati refers to a mental factor, characterized by lucid awareness (Sun, 2014). Mindfulness can be defined in terms of two levels, namely, individual and collective. There are several ways to define both. Individual mindfulness is a state of conscious awareness resulting from living in the moment (Ryan & Brown, 2003). It can also be defined as monitoring one's present-moment experience with acceptance (Creswell & Lindsay, 2014). Ruedy& Schweitzer (2010) defined it as an individual's awareness, both internally (awareness of their own thoughts) and externally (awareness of what is happening in their environment). Collective mindfulness is defined as the collective capability to discern discriminatory detail about emerging issues and to act swiftly in response to these details and, in doing so, have found an array of benefits. Collective mindfulness comprises of five interrelated processes at multiple organizational levels, namely preoccupation with failure, reluctance to simplify interpretations, sensitivity to operations, commitment to resilience, and deference to expertise (Vogus& Sutcliffe, 2012). It can also be defined as the capacity of groups and individuals to be acutely aware of significant details, to notice errors in the making, and to have the shared expertise and freedom to act on what they notice (Barry &Meisiek, 2010). Mindfulness allows us to become more aware of the present stream of thoughts and feelings that we experience, hence, understand ourselves and the world around us, better. It helps us neutrally examine our thoughts and discover patterns. Awareness of this kind helps us notice signs of stress or anxiety earlier and helps us deal with them more healthily. Reminding self to notice thoughts, feelings, bodily sensations and the surrounding world is the first step to mindfulness. Regularity as well as novelty help in improving mindfulness and help in noticing the world from different perspectives respectively. Sometimes developing an awareness of thoughts and feelings can involve silently naming them and freeing the self from the past and future (nhs.uk, 2018). Evidence shows that mindfulness is associated with outcomes of enhanced psychological and physiological well-being. Organizational research also indicates that individual mindfulness is positively correlated to employee outcomes such as work engagement and job satisfaction, while collective mindfulness could be seen as having organizational outcomes of customer satisfaction, effective resource allocation, greater innovation, improved quality, safety, and innovation (Sutcliffe, Vogus& Dane, 2016). There are many techniques to practice mindfulness, all aimed at achieving a state of focused relaxation by intentionally paying attention to thoughts and sensations, non-judgmentally. All mindfulness techniques are different forms of meditation. Basic mindfulness meditation involves sitting quietly and focusing on a word or 'mantra' that is repeated silently. Techniques involving a focus on bodily sensations involve noticing even subtle ones and letting them pass without acting on them. Mindfulness practices based on sensory experiences involve noticing sights, sounds, smells, tastes, and touches, naming them, and letting them go without judging them. Mindfulness techniques based on emotions involve allowing emotions to exist without judgment. It involves practicing a steady and relaxed naming of emotions, accepting them, and letting them go. Urge surfing involves coping with cravings and allowing them to pass. It involves noticing how the body feels when the craving begins and replacing the urge with the fact that it will subside (inbreathe.com, 2016). Growing evidence suggests that practicing mindfulness leads to both state and trait changes. The former involves temporary changes in the condition of the brain and the corresponding pattern of activity or connectivity. The latter consider alterations in personality traits following a long period of practice (Tang, 2017).

RATIONALE:

The researcher observed that there are very few studies that talk about the relationship between mindfulness and change, and almost none with regard to mindfulness and change readiness in organizations. Although studies have been done on various other variables such as motivation, job satisfaction, leadership, teamwork, etc., none of them have tried to establish a direct link between both the variables.

II.   MATERIALS &METHODS:

Objectives

To administer standardized questionnaires on mindfulness and change readiness to a cross-section of employees in different organizational settings and using the data collected to check if there is a correlation between mindfulness and change readiness.

To check if there is a correlation between mindfulness and dimensions of change readiness, namely, resourcefulness, adaptability, optimism, confidence, adventurousness, tolerance for ambiguity, and passion/drive.

To check for gender differences in the scores of the variables of change readiness and mindfulness.

Research Design

The study is quantitative in nature and follows a correlational design. Through this design, the study aimed to establish an association between both the variables. Magnitude and forms of the relationship were established, once the interdependence was established. Once it is established that both the variables covary, it is possible to predict the value of one variable using the other. The aims were to find the correlation between mindfulness and change readiness, and the gender differences in the scores of each variable. The study has its ontological roots in critical realism, adopting the view that reality is objective and exists independently of human thoughts and beliefs or knowledge of their existence, but is interpreted through social conditioning. The epistemological roots of the study lie in positivism, taking the stance that social entities exist in reality external to the social actors concerned with their existence.

Sample

Sample Size: 103 participants from Multinational Corporations and Start-ups.

Sample Description: The sample consisted of individuals working in IT industries, with at least one year of work experience and with the experience of a minimum of one major change or transition in his team or area of work. Participants Were between the ages of 20 – 60.

Sampling Technique: Convenience and Snowball sampling – wherein the researcher chose the sample that is easily accessible in the population and also asked them for similar candidates who could be approached for participating in the study.

Inclusion Criteria

Participants should have at least one year of working experience in the organization.Participants should have experienced at least one major change or transition in his/her team or area of work.Participants should have a working knowledge of the English language, in order to answer the questionnaires.

Procedure

Relevant organizations in the IT industry, both under the categories of Multinational Corporations and Startups were approached. Participants based on inclusion criteria and convenience or readiness were administered the questionnaires, through an online link.Once the target sample was available the data was analyzed, correlations were established between both the variables of mindfulness and change readiness and gender differences were checked for in both the variables.Based on the data analysis, relevant inferences were made, findings were established, and appropriate suggestions were made by the researcher. At appropriate points in the study, review of literature was done to identify past work in this area and also establish the possibility for further studies in the future.

Data collection

Primary data was collected through standardized questionnaires on mindfulness (Mindful Attention Awareness Scale) and Change readiness (Change Readiness Scale by Purdue University).

Tools

The Mindful Attention Awareness Scale (MAAS-EN), consists of 15 items that assess the core characteristic dispositional mindfulness, namely, open or receptive awareness of and attention to what is taking place in the present. The scale shows strong psychometric properties and has been validated with college, community, and cancer patient samples. Correlational, quasi-experimental, and laboratory studies have shown that the MAAS taps a unique quality of consciousness that is related to, and predictive of, a variety of self-regulation and well-being constructs. The measure takes 10 minutes or less to complete (Brown & Ryan, 2003).The Change Readiness questionnaire is a 35-item measure developed to measure change perception and management. It provides scores in seven dimensions, namely, Resourcefulness, Optimism, Adventurousness, Passion/Drive, Adaptability, Confidence, and Tolerance for Ambiguity. The optimal range for each category is 22 to 26. The respondent can respond to each item-based on a 6-point Likert scale, 1 being "not like me" and 6 being "Exactly like me." The instrument was developed by Alexander W. Chrispo, Professor Emeritus, at the Department of Technology leadership and Innovation at Purdue University. He has conducted research in the

areas of Organizational Change, Reflective Conversation, and Collaborative Teaching and Learning. The measure is reliable and valid.

Data Analysis

In order to analyze the data, the researcher first administered the Shapiro-Wilk test to find out the normality of the data. Pearson's correlation was used to find out the correlation between the variables of change readiness and mindfulness. After this, in order to find out the gender differences in the scores of change readiness and mindfulness, Independent samples T-test test was used.

III.   RESULTS AND DISCUSSION:

The current study aims to understand the correlation between mindfulness and change readiness and its' domains, namely, resourcefulness, adaptability, optimism, confidence, adventurousness, tolerance for ambiguity, and passion/drive. The study also aims to identify the differences between the variables, with respect to gender. The scores of the tests administered were calculated and the results were analyzed using the Statistical Package for the Social Sciences (IBM SPSS Statistics 20), in order to prove the hypothesis. The following describes the descriptive statistics and the inferential statistics used to test the hypothesis.

Table 1 showing the Descriptive statistics

Variable	N	Min.	Max.	Mean	Std. Deviation
Change Readiness	103	88	161	125.089	1.052
Mindfulness	103	1.53	6	3.977	14.843

The population consisted of 103 participants, where 66 participants were male and 37 participants were female. It was seen that the mean scores for Mindfulness and Change readiness were 125.0894 and 3.977491 respectively, and the standard deviations were 1.052 and 14.84 respectively. The sample had an age range from 20 to 54 years. The Shapiro-Wilk test was used in order to check the normality of the data using it and it was found that the data was normally distributed as p is greater than 0.05 for scores of both the variables. Thus, parametric tests were used for checking the correlation and differences among the groups. For correlation, Pearson's correlation was used. In order to check the differences across scores among the chosen variables across different gender categories, Independent samples T-test was used. Now, an analysis of each hypothesis will be considered.

Table 2 showing normality tests for variables

Variables	Statistic	df	Sig.
ML (Mindfulness)	0.984	103	0.247
CR (Change readiness	0.988	103	0.513

Hypothesis One

$H_0 1$ There is no significant positive correlation between mindfulness and change readiness

Table 3 showing the correlation of between the variables of mindfulness and change readiness using Pearson correlation

Variables	Correlation tests	ML (mindfulness)
CR (change readiness)	Pearson correlation	0.345**
	Sig. (2 tailed)	.000
	N	103

**. Correlation is significant at the 0.01 level (2-tailed).

It can be seen that there is a moderate positive correlation between the variables of mindfulness and change readiness. The value of the Pearson correlation coefficient is 0.345, falling between 0.3 and 0.5, indicating a moderate positive correlation. These findings are in accordance with the usual findings in the fields of mindfulness and change readiness.Research findings indicate that changes in the job characteristics often have a negative impact on general satisfaction, growth satisfaction, and internal motivation of the employees (Hackman, Pearce, & Wolfe, 1978). According to studies, it has been concluded that the transition phase can be extremely stressful for the employees due to the fact that it creates job-insecurity and often, this work-related stress increases after the period of change as it creates additional demands that should be met fewer resources (Smollan, 2015). This implies that leaders should be more mindful of the harmful effects of organizational stress, create cultures, and implement strategies and practices that work to mitigate this stress. (Yousef, 2000).According to the study by Schweiger and Denisi (1991), it is important that practitioners and researchers develop novel tools for examining how job insecurity can not only be stabilized but also significantly reduced. This has become increasingly important, as change and restructuring are becoming a more prevalent aspect of modern working life (Rosa, 2013).Increasing amounts of research indicate that mindfulness enhances overall well-being (Brown, Ryan & Creswell, 2007 as cited in Sutcliffe, Vogus& Dane, 2016) and improves performance and cognitive abilities in various domains (Moore & Gardner, 2014). Research indicates that

mindfulness is positively correlated to worker well-being across industries (Mitmansgruber, Beck &Schüßler, 2008 as cited in Sutcliffe, Vogus& Dane, 2016) and also that training programs using meditation techniques reduce work-related stress (Bazarko, Cate, Azocar, &Kreizer, 2013).Thus, the null hypothesis is rejected, since there is a moderate positive correlation between the variables of mindfulness and change readiness.

Hypothesis Two

$H_0 2$ There is no significant relationship between mindfulness and dimensions of change readiness, namely, resourcefulness (RF), adaptability (AP), optimism (OP), confidence (CF), adventurousness (AD), tolerance for ambiguity (TA), and passion/drive (P/D).

Table 3 showing the correlation between mindfulness and dimensions of change readiness, using Pearson correlation

		RF	TA	P/D	AD	AP	CF	OP
ML	Pearson correlation	.331**	.025	.119	.052	.056	.408**	.223*
	Sig. (2 tailed)	.001	.803	.231	.598	.573	.000	.024

**. Correlation is significant at the 0.01 level (2 tailed).

*. Correlation is significant at the 0.05 level (2 tailed)

Among the dimensions of change readiness and mindfulness, it can be seen that mindfulness has a moderate positive correlation with confidence (.408), and resourcefulness (.331). There is a weak positive correlation between mindfulness and optimism (.223). However, there is no significant relationship between mindfulness and the remaining dimensions of change readiness, tolerance towards ambiguity (.025), passion/drive (.119), adventurousness (.052), and adaptability (.056).With respect to the dimension of confidence, the findings of the study are in accordance with the existing research. According to previous studies, developing mindful communication skills, incorporating assertive statements with non-verbal skills, equip an individual to express needs and perspectives with a sense of safety, confidence, and self-respect (Cayoun, 2015). Findings also indicate that there is a positive correlation between trait mindfulness and confidence, emotional regulation, and life-satisfaction (Mesmer-Magnus, Manapragada, Viswesvaran, & Allen, 2017).In the context of the dimension of resourcefulness, the findings are in line with previous studies. Research indicates that resilience, resourcefulness, and mindfulness are three distinct but, interrelated concepts that, when used in interventions, collectively or individually, play a major role in coping with stress and improving health outcomes

(Musil, Jeanblanc, Wallace, Burant, &Zauszniewski, 2019). Findings also indicate that high levels of learned resourcefulness lead to the development of greater self-confidence, and motivation, and are less likely to be anxious, depressed, or frustrated. Mindfulness had a similar effect of reducing stress by fostering empathy (Goff, 2011).Concerning optimism, the findings of the study are in accordance with previous research. Studies indicate that mindfulness is a predictor of work engagement and general well-being. These relationships are mediated by positive job-related affect and psychological capital like hope, optimism, motivation, and self-efficacy (Malinowski & Lim, 2015). Research also indicates that mindfulness increases positive thinking and reduces negative bias (Kiken, & Shook, 2011).In terms of tolerance towards ambiguity and adaptation, the findings of this study are not in accordance with previous findings in this area. Previous studies indicate that managerial mindfulness has a positive influence on reputational effectiveness and work-unit performance when in situations that are characterized by high role ambiguity, and hence, there is a positive relationship between mindfulness and situational adaptation (Han & Zhang, 2011). Even in the context of passion/drive, the findings of this study are not in line with earlier ones. According to research, harmonious passion positively predicts mindfulness, while obsessive passion is a negative predictor (St-Louis, Verner-Filion, Bergeron, &Vallerand, 2016). This could be attributed to differences in understanding and interpreting the questions on the questionnaires, and also the difficulty that some participants might have faced in analyzing the questions. Social desirability could be another factor that may influence the participants' responses. Also, due to the a large number of the questions in the questionnaires, participants may have answered in a hurry, without thinking much. These proclivities often result in data inaccuracies.

Hypothesis Three

$H_0$3:There is no significant difference in the scores of change readiness along the parameters of gender.An Independent-sample T-test was conducted to compare the scores of participants in change readiness in different categories of gender.

Table 4 showing the group statistics for change readiness on gender

	Gender	N	Mean	Std. Deviation
CR	Female	37	122.81	16.809
	Male	66	126.36	13.588

Table 5 showing the results of Independent samples T-test for change readiness by gender

	F	Sig.	df
CR	1.773	0.186	101

			62.55

There were no significant gender differences in change readiness at the $p<0.05$ level for the conditions [F (101) = 1.773, p = 0.186]. The mean scores of change readiness for males and females are 126.36 and 122.81 respectively. Although there are no significant differences in scores obtained, males have a slightly greater mean than females. This is partially in accordance with research findings because women tend to show a positive attitude towards change context and process, but are not high on change commitment (Deprez, Broeck, Cools, &Bouckenooghe, 2007).Thus, the null hypothesis is accepted, since there are no significant gender differences in the scores of change readiness.

Hypothesis Four

$H_0 4$: There is no significant difference in the scores of mindfulness along the parameters of age, gender, and years of experience.

An Independent-sample T-test was conducted to compare the scores of participants in mindfulness in different categories of gender.

Table 6 showing the group statistics for mindfulness on gender

	Gender	N	Mean	Std. Deviation
ML	Female	37	3.94	1.042
	Male	66	3.99	1.066

Table 7 showing the results of Independent samples T-test for Mindfulness by gender

	F	Sig.	df
ML	0.185	0.668	101
			76.11

There were no significant gender differences in mindfulness at the $p<0.05$ level for the conditions [F (101) = 1.773, p = 0.186]. The mean scores of mindfulness for males and females are 3.99 and 3.94 respectively. respectively. Although there are no significant differences in scores obtained, males have a slightly greater mean than females. However, research indicates that there are significant gender differences in some aspects of

mindfulness. While women are higher in the dimension of observing, men obtained higher scores in the dimension of acting with awareness (Alispahic&Hasanbegovic-Anic, 2017). Research also indicates that mindfulness interacted with gender to predict performance. The positive association between mindfulness and performance is higher in females than in males (Shao, &Scarlicki, 2009). This discrepancy could be the result of having an unequal number of males and females in the sample. It could also be due to misinterpretation of questions by the participant, or dishonest answers owing to social desirability. Thus, the null hypothesis is accepted, since there are no significant gender differences in the scores of mindfulness.

SUMMARY:

The aim of the study was to establish a correlation between change readiness and mindfulness in organizations and check for gender differences in each variable. A standardized set of questionnaires, measuring each of the variables, were used on a convenient sample of employees in the age range of 20 to 65. The responses were scored and analyzed.Change readiness is the ability to continuously initiate and respond to change in ways that create advantage, minimize risk, and sustain performance. In an organizational context, mindfulness is seen as how an individual maintains a level of alertness to the activities surrounding his/her job or task and awareness of how he/she contributes to an overall process that produces a good or service for a customer. Review of literature indicates that organizational change produces a significant amount of stress. It also indicates that stress can be successfully managed using mindfulness-based techniques.

IV. FINDINGS:

Data description revealed that there existed a moderate positive correlation between change readiness and mindfulness. Results also indicate that a moderate positive correlation exists between resourcefulness and confidence dimensions of change readiness and mindfulness. There also exists a weak positive correlation between optimism and mindfulness. There are no significant correlations between the other dimensions of change readiness and mindfulness. There are no significant gender differences in scores of change readiness and mindfulness.

V. IMPLICATIONS:

Change in organizations lays the foundation for long-term success and hence, it should be embraced rather than feared. It is not only important to adapt to changes but also thrive, develop to operate more efficiently and cost-effectively. Overall some of the benefits of organizational change include superior productivity, reduced costs, improved quality, greater revenue, enhanced efficiency, and operational excellence. Evidence shows that mindfulness is associated with outcomes of enhanced psychological and physiological well-being.This study can help understand the relationship between mindfulness and change readiness, and hence between mindfulness and perception and management of organizational change. This can aid organizations to sustain their productivity and enhance employees' motivation and job-satisfaction by developing interventions centered around building mindfulness and thereby helping individuals and organizations to understand and cope successfully with change.

VI.   LIMITATIONS:

The study involved non-probability sampling techniques and as result, there was an improper representation of the target population.Organizational cultural differences between the various companies approached could be a factor affecting the results.Most of the data was collected from employees of multinational corporations and start-ups, so the generalizability of the findings to cross-national and state-owned ventures operating in India is limited.The participants may have answered could have answered in a socially desirable manner, hence causing inaccuracies in the data collected.Participants may experience some level of questionnaire fatigue.The participants may have had trouble understanding the items in the questionnaires leading to different interpretations of the same item, hence resulting in skewed results.

Future Directions

The current study was an attempt to assess the relationship between change readiness and mindfulness in organizations. It was observed that a moderate positive correlation. Future research can focus on increasing the population size and obtaining a more equal ratio of males and females. It can also focus on collecting data only from multinational corporations and start-ups but other types of organizations and check for differences among those dimensions as well. Mindfulness-based interventions can be specifically developed for tackling the stress produced in employees due to organizational change, and make the employees more competent and change ready.

VII.   CONCLUSION:

This study was aimed at establishing a correlation between the variables of change readiness (CR) and mindfulness (ML) in organizations. It was hypothesized that no significant relationship exists between both these variables, CR and ML. It was, however, established that there exists a moderate positive correlation between both the variables. It was seen that a moderate positive correlation exists between resourcefulness and confidence dimensions of change readiness and mindfulness. There also exists a weak positive correlation between optimism and mindfulness. There were no gender differences found in the scores of both the variables of CR and ML.

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