

LEADER MINDFULNESS AND EMPLOYEE WORK ATTITUDES IN PUBLIC AGENCIES IN PORT HARCOURT

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ABSTRACT: *This study is an empirical inquiry into the adoption and practice of metaphysical components such as leader mindfulness in management and its relationship with social realities such as employee work attitudes in African workplaces, specifically as it applies to Nigerian public agencies. As a cross sectional survey, data for the study was generated using structured questionnaire from two agencies located in Port Harcourt. A total of three hypotheses were postulated with analysis revealing significant correlations between leader mindfulness and the measures of employee work attitudes; Affective commitment, job involvement and job satisfaction; implying that the adoption and practice of leader mindfulness is a prerequisite for effectively attending to and addressing work-related issues and thus enhancing employee work attitudes. In conclusion, the findings of this study lend credence to its support for the adoption and practice of leader mindfulness in achieving a more sensitized and supportive work environment and thereby a more desirable expression of work attitudes from employees.*

KEYWORDS: Metaphysics, Social Realities, Leader Mindfulness, Employee Work Attitudes, Affective Commitment, Job Involvement, Job Satisfaction.

INTRODUCTION

The existence and recognition of social systems, societies as well as the transformation of social structures and their relative processes has heightened the level of cooperation and mutual dependency of different elements and members of the society (Sandri, 2009; Luscher, 1990). Studies (Greenwood, 2003; Luscher, 1990) opine that individuals; as a result of societal transformation; are constantly under pressure as a result of differing perspectives to modify actions, align goals, assume membership and loyalties to various social systems and collective identities; a process further referred to as the “subjective multi-perspectivity”. Turner (2011) and Dennis (2011) view the crystallization of such interactions and the outcome of such relationships as symbolic universes which are considered as having histories and undergoing processes similar to objectification, sedimentation as well as the accumulation of knowledge. Similarly, Farmer (2012) opines that these universes or social realities comprise of three kinds of phenomena, namely: social morphology, crystallized thought patterns and actions, as well as social currents.

Greenwood (2014) argued that in conceptualizing the likes of social realities, social facts and social phenomenon, the emphasis is always on the “social” aspects or features of these factors. This argument follows the assertion by Emile Durkheim that social behaviour and other constructions within the social realm are only perceived as such given their capacity for shared experience as a result of social interactions which are beyond the individual elements and which imposes itself on them (Greenwood, 2014; Farmer, 2012; Axelrod & Cooper, 2010);

thus in examining social realities within the workplace, this study draws on Sandri's (2009) description of it as being concerned with the shared beliefs, attitudes, perception and opinions of groups and communities which further imposes itself upon them through its various manifestations and expressions; one of such (social reality) is employee work attitudes.

Given the growing shift and urge for a de-emphasis on tangible antecedents in employee motivational studies to intangible antecedents (Lencioni, 2002; Stuart & Dzurainin 2012; Pandey, 2014) studies have progressed to examining employee work attitude relative to antecedents such as leader impressions (George, 2015); perceptions of trustworthiness (Okpu & Kpakol, 2015); perceptions of justice (Abdullahi & Rezakhani, 2009; Choi, 2011) and altruistic love culture (Ahiazu & Asawo, 2010); with most of these studies exemplifying employee work attitude as a consequence of perceptions and experiences of external factors such as management initiatives or dispositions; thus employee behavioural outcomes and expressions entailing commitment, involvement and satisfaction are considered resultants of the individual's interactions with significant others as well as the individuals interpretations of the activities and intent of these identified significant others.

Previous research evidence also supports the association between employee internalized experiences or values and their attitudes towards work and their organizations, this is as Paarlberg and Perry (2006) examined values management with regards to aligning employee values and goals with that of the organization through routine processes which comprise of daily workplace interactions between managers and subordinates, including customers and organizational stakeholders, Likewise Geigle (2012) in his review of empirical research on workplace spirituality observed that workplace spirituality is positively associated with employee work attitudes and enhanced measures such as involvement, commitment and satisfaction. However, in spite of all these, there is little evidence which identifies or links leader mindfulness as a metaphysical component in management to outcomes of social realities such as employee work attitudes within the African workplace.

This study contributes by examining the association between leader mindfulness; a metaphysical component in management; and social realities such as employee work attitudes within African workplaces, specifically, Nigerian public agencies. The significance of this study is premised on its empirical approach to investigating the relationship between leader mindfulness and employee work attitude especially as it applies to selected Nigerian public agencies; given the paucity of research and literature which details such a relationship within the country in spite of its notoriety for the average public sector employees' lackadaisical and nonchalant attitude towards work (Bello, 2012; Aremu, 2010). This is as Chaskalson (2011) describes mindfulness as a non-biased way of perceiving and attending to self, others and one's environment in a pattern that allows for a more sensible and productive approach to issues. The relative outcomes of employee work attitudes examined comprise of organizational commitment, job involvement and job satisfaction (Gabriel and George, 2015) as being consequential to the practice or manifestation of leader mindfulness within Nigerian public agencies.

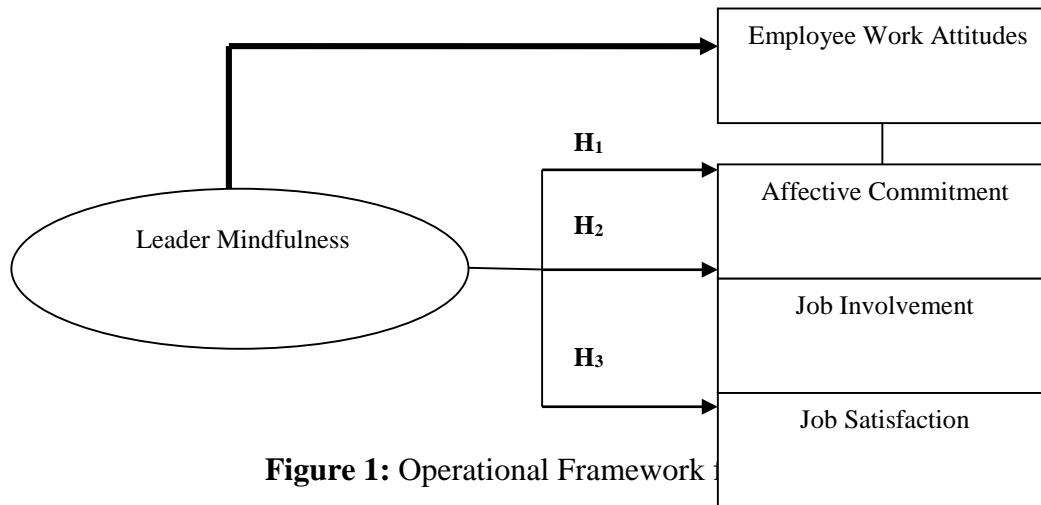


Figure 1: Operational Framework
 Source: Conceptualized based on desk research (2018)

LITERATURE REVIEW

Leader Mindfulness: The Metaphysical

Metaphysics is not an easy concept to grasp, especially as it applies to management (Kristensen & Hjorth, 2000; Koskela & Kagioglou, 2005); this is as the philosophies, knowledge and application of universals in everyday managerial practices are premised on differing philosophical standpoints. Craig (2000) described metaphysics as a branch of philosophy which investigates the fundamental fabrics of reality. Likewise Aristotle (cited in Koskela & Kagioglou, 2005) insisted in his treatise on metaphysics that the primary concern of the philosopher should focus on the understanding and gaining of knowledge of the principles and causes of what can be considered as real, likewise, Tampio (2004) opined that knowledge is transcendental given its objective of ascertaining cause, antecedents, inherent features and precedents within relative accumulated and experiential frameworks (Kristensen & Hjorth, 2000). In examining the metaphysics in management, emphasis is placed herein on the concept of the mind for as Lowe (2000:4) observes “the philosophy of mind is not only concerned with the philosophical analysis of mental or psychological concepts. However it is also inextricably involved with metaphysical issues. Metaphysics - which has traditionally being held to be the root of all philosophy - is the systematic investigation of the most fundamental structure of reality”.

Kachhara (2011) asserts that the mind, based on western philosophy, is perceived as something with the capacity for thought, knowledge, experience, belief, memories, fears and desires as well as the ability to interact with the external environment. This follows the description for Mindfulness, according to Brown and Ryan (2003) as the non-judgemental approach to internal and external experiences and entails an enhanced level of awareness and attention to events concerning self, others and the environment. It is a self-monitoring and control process resulting from practices related to thoughtfulness, self-examination, openness to ideas, unbiasedness, expectations of ambiguity and the tendency to embrace complexities (Swanson,

2014); this is as Burgoon, Berger, & Waldron (2000) assert that mindfulness can be considered as very useful especially in situations requiring constant interaction and collaboration with relevant or significant others; it can serve as a defining fulcrum in effectively determining the nature of events or their outcomes through its un-biased and reflective stance and thus facilitate decision-making processes and activities based on undistorted assessment of situations and circumstances (Swanson, 2014; Napoli, 2006).

Eze (2010) describes leadership as the capacity to influence, inspire and motivate others to follow a specified course or contribute to the achievement of specified objectives. It is a concept which is only functional within a social group or event and is occasioned by the use of authority, skill, knowledge or other situational factors necessitating the need for the coordination of activities in order to achieve certain goals. It is the process of channelling individual efforts through collective mediums and structures in ways that can be considered efficient and effective given the predicament of scarce resources and the burden of satisficing stakeholders; hence, leader effectiveness is adjudged based on outcomes of goal actualization, member support and collaboration as well as sustained referent group cooperation, development and survival (Obiwuru, Okwu, Akpa & Nwankwere, 2011).

Pearce & Conger (2003) opine that most leaders are ineffective as a result of habitual sense making and acquired automated-response patterns given occasions of their failure to distinguish between technical challenges – which have been experienced before and can be formatted to current schemas - and adaptive challenges - which present complex and multi-faceted issues often posing a problem to work structures, role expectations and poise. Such adaptive situations can be stressful, disorienting and most often rely on the leader's ability to connect with, convince and encourage subordinates to carry out functions and activities which may seem discomfiting or require additional effort, time or other forms of resource in the interest of the organization (Hunter & Chaskalson, 2013). The point is, organizational challenges are dissimilar, and most often require actual practices aimed at comprehending and understanding the intricacies of the phenomena; void of preconceived justifications; before actual treatments of such (Brown & Ryan, 2003). The practice of mindfulness in leadership emphasizes on an increased awareness and attention to details, for as Hopper (2010) notes, mindfulness also implies the practice of looking within and at one's own contribution to the problem.

Employee Work Attitudes

Hassan (2014) defines the term “social” as relating to the membership of a society and the interaction, fellowship, communication, companionship, movement or grouping of such a society. It is concerned with the level and nature of interaction that exists between forms, members and elements within a structure or framework. Social reality; a form of social phenomena; is concerned with human interactions and the manifestations of such in the form of attitudes, beliefs and opinions. It comprises historical events and incidences that have contributed towards behaviour, as well as the expression and experience of such behaviour within the context of “social interaction” this is as individuals, groups and organizations are constantly impressed upon by the realities of the social world around them given the actual manifestations of these in the event of relationships, goal setting and group dynamics (Axelrod & Cooper, 2010; Hassan, 2014).

Employee work attitude; a form of social reality within the organization; is concerned with the expressions of contentment, commitment and enthusiasm for the job and the organization. It is

described as the expression of inner states and feelings within social and organizational frameworks or contexts and can be directed towards self, others, the job or role. Employee work attitude is considered an important factor in the organizational integrative process wherein skills, experiences and knowledge are harnessed towards the achievement of specified objectives since it either buttresses the processes or acts as a setback (Gabriel and George, 2015; Aremu, 2010). It entails the dispensation of the employee in terms of feelings and behaviour and effect of such outcomes on the functionality of the organization (Greenberg & Baron, 2003) and according to Long, Perumal and Ajagbe (2012) is reinforced by the perceived level of support, recognition and development offered by the top management or leaders of the organization.

Dimensions of Work Attitudes

Three measures appear to dominate the arena of research on employee work attitudes, namely: organizational commitment, job involvement and job satisfaction (Gabriel and George, 2015; Kreitner & Kinicki, 2004; Ashraf, Simsab, Nazish and Farooqi, 2014); this study thus adopts a similar approach in its evaluation of employee work attitudes and situates its operational base on the three measures.

Organizational commitment: This is described as the workers cognitive and emotional attachment to the organization and signifies identification with the organization as well as feelings of obligation towards the organization (Ahiauzu, 2005); revealing the extent to which the employee or worker is psychologically attached to the organization, believes in the organization, accepts his role within the organization and is a reflection of the workers willingness and desire to remain with the organization (Ahiauzu, 2005; Armstrong, 2003). This is as extant literature provides an operational framework for the variable (organizational commitment) using three components expressing attitudinal commitment – which assesses the workers affective attachment and identification with the organization- normative commitment – which assesses the workers sense of obligation and indebtedness to the organization – and continuance commitment – which assesses the workers cost-benefit reasons for remaining or continuing with the organization, given the lack of better offers or opportunities (Ahiauzu, 2005). Organizational commitment is herein examined within this study based on the affective or attitudinal component which addresses the workers affective and emotional attachment with the organization (Gabriel & George, 2015).

Job Involvement: This refers to the level of enthusiasm the worker feels and expresses towards the job; it is characterized by increased levels of participation and engagement. It unveils the prevailing emotional and psychological state and position of the employee in terms of role acceptance, value-placement of self and contributions to the organization, and the degree of identification with the organization (Catlette & Hadden, 2001). Job involvement denotes an expression of self-worth and self-esteem by workers which can be considered as being reinforced by management appreciation, recognition, and support; factors which are observed to act as spurs in motivating workers to further contribute and get fully involved in functions and activities (Frank & David, 2003; Wentland, 2009).

Job Satisfaction: This is the extent to which the employee is contented and expresses fulfilment as a result of availed opportunities and conditions inherent the workplace or organization. It implies a positive assessment and acceptance of role expectations and is also concerned with the general attitude expressed towards the job (Ahiauzu, 2005; Gabriel & George, 2015). Studies argue that job satisfaction is imperative for organizational effectiveness and

productivity (Rothmann & Coetzer, 2002); and that poor levels of job satisfaction contribute to occasions of emotional exhaustion (Schermyly, 2011); thus job satisfaction is arguably a key feature and premise for attaining employee loyalty and effectiveness (Armstrong, 2003; Rothmann & Coetzer, 2002).

Leader Mindfulness and Employee Work Attitudes

Farb et al. (2007) opine that mindfulness in leadership enhances the individuals' capacity for understanding and empathy. This is as Goleman et al. (2002) observe that antisocial behaviour resulting from the unrestrained and uncontrolled drive to succeed and appear effective, most often creates an environment of stress, fear and job insecurity wherein subordinates are constantly pressured and overloaded with responsibilities (Hunter & Chaskalson, 2013), this view is also corroborated by Schaufenbuel (2014) who argued that the application of mindfulness by leadership facilitates a more conducive and interactive work atmosphere in which there is an increased flow of upward and downward communication; this informs and enables the leaders to be more adaptive and innovative to situations and issues within the organization and thus more attuned to issues related to employee work attitudes; we therefore hypothesize that:

- H₁:** The practice of mindfulness by leadership will significantly and positively enhance outcomes of organizational commitment
- H₂:** The adoption of mindfulness by leadership will significantly and positively enhance outcomes of job involvement
- H₃:** The application of mindfulness by leadership will significantly and positively enhance outcomes of job satisfaction

METHODOLOGY

Research Design: This study as a correlational study is designed as a cross sectional survey and is based on the quantitative methodology. The study descriptively assesses the properties and distribution of the variables, and thereafter inferences are deduced about the relationship between the variables of the study (Sekaran, 2003).

Population: The accessible population for this study comprised of thirty nine (39) employees of the headquarter branches of two public agencies situated geographically in Port Harcourt, Rivers State. All employees were included in the study given the accessible size; as such the study is conducted as a census with participants contacted through administrative channels such as administrative secretaries, and human resource officers within each agency. The identified agencies were considered relevant and indicative of the issues of which the study is concerned given their high front-end interactions with the public. Both of them are associated with public registration, identity management and verification processes which entail consistent communication and service to the general public (Sarantakos, 2005; Sekaran, 2003).

Instrumentation: the structured questionnaire was adopted in the generation of data. Empirical referents for leader mindfulness are based on the Ting and Toomey (1999) mindfulness model with observable outcomes of mindfulness reflecting knowledge and relationship skill through questions such as: "my supervisor is a good listener", "my supervisor always appears interested

in my affairs”, “my supervisor communicates his expectations clearly”, and “my supervisor understands what is involved in my task”. Social realities as expressed through employee work attitudes is measured using three measures, organizational commitment, job involvement and job satisfaction; with indicators for the measures adapted from George (2015). Copies of the questionnaire were administered personally to the respective organizations and distributed to participants through each organizations respective administrative officers and clerks. All variables carry 4-items each and are scaled on the 5-point Likert type scale.

Reliability: The reliability of the instrument was ascertained using the test retest reliability coefficient. The variables examined were leader mindfulness (predictor); and employee work attitudes (criterion variable) which is operationalized using affective commitment, job involvement and job satisfaction. The time period/interval window allocated between the tests was one month (Sekaran, 2003).

Variable	Population_ μ_1	Population_ μ_2	Correlation (R)
Leader mindfulness	1.9679	2.1538	0.320 (P < 0.005)
Affective Commitment	1.9359	1.9282	0.779 (P < 0.005)
Job involvement	2.0385	1.8808	0.346 (P < 0.005)
Job satisfaction	1.9936	2.0385	0.606 (P < 0.005)

Table 1: Result for Test Retest Reliability; Source: Research Data, 2018

The result for the test retest reveals significant levels of correlation wherein $P = 000 < 0.05$ in all four instances.

DATA RESULTS

Demographic Analysis: The demographic characteristics examined in the study were based on the distribution according to gender, age and qualification of respondents. Presented in figure 2 below is the distribution for the demographic data

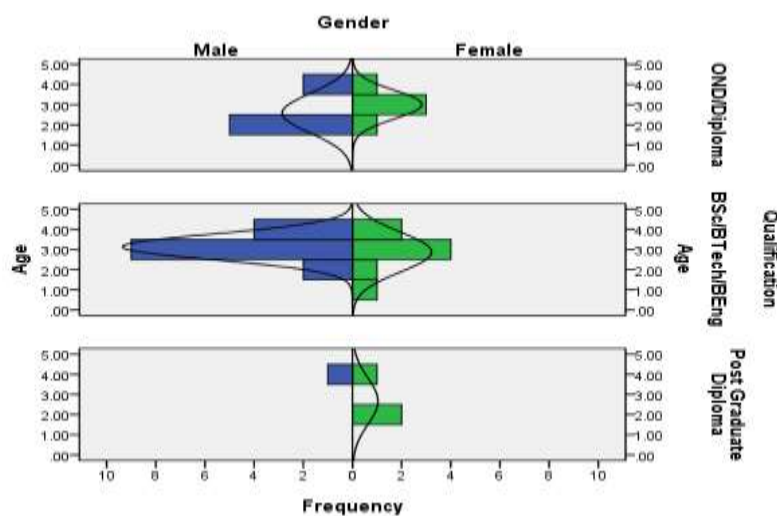


Figure 2: Demographic Data

Characteristic of Age, 1 = less than 25 years; 2 = 25 – 35 years; 3 = 36 – 45 years; and 4 = 46 years and above.

The data (figure 1) reveals that a higher proportion of the participants are male (23) at a percentage frequency of 59% while the female (16) participants account for a frequency percentage of 41%. The data also reveals that most of the participants have attained first degree qualifications (59%) with a majority also falling into the age category of 36 – 45 years of age.

Univariate Analysis: The mean and standard deviation were adopted as the descriptive tools in the analysis of the data for each variable. Scale transformations from ordinal to interval based on latent construct multi-scaling methods allowed for the application of these tools.

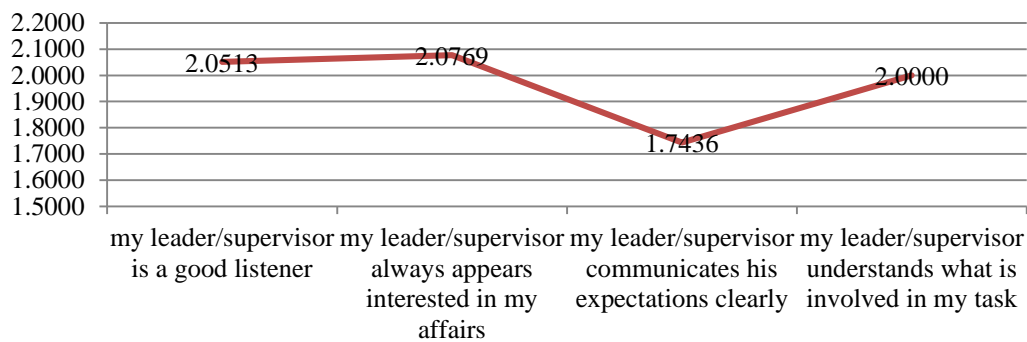


Figure 3: Data distribution for leader mindfulness

Leader Mindfulness (Predictor Variable): The chart (figure 3) depicts the distribution for the data on leader mindfulness with mean score points for each empirical referent. All four indicators are positively stated with respect to outcomes of leader mindfulness as experienced and observed by the target participants; however, results indicate that all four statements bear average responses reflecting inadequate or low evidence of leader mindfulness. This is as all four mean scores (μ_1 : 2.0513; μ_2 : 2.0769; μ_3 : 1.7436 and μ_4 : 2.0000) reveal that on the average, participants do not affirm substantially to their experience of leader mindfulness within their respective. Furthermore, the summary mean value and standard deviation for leader mindfulness ($\mu = 1.9679$ where $\sigma = 0.25118$) also affirms to the low evidence of leader mindfulness within the target organizations.

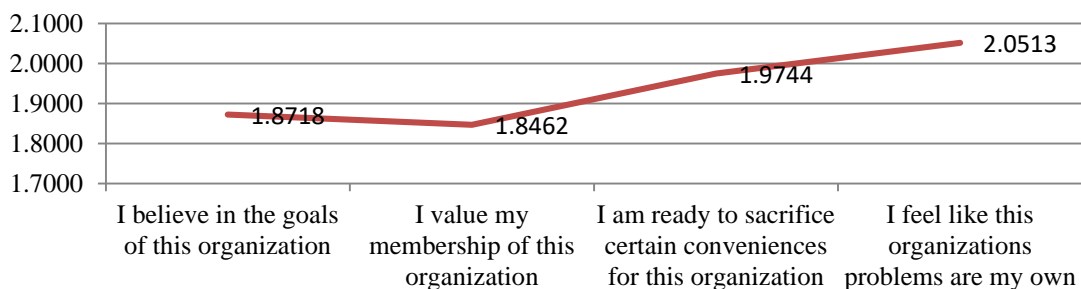


Figure 4: Data distribution for organizational commitment

Organizational Commitment (First Measure of Employee Work Attitudes): The chart (figure 4) depicts the data distribution for organizational commitment which is a measure of employee work attitudes. The result for the data on the empirical referents of the construct of

organizational commitment indicates that most of the employees have low commitment (affectionate) towards their respective organizations. This is reflected in the mean values relative to the distribution of each indicator (μ_1 : 1.8718; μ_2 : 1.8462; μ_3 : 1.9744 and μ_4 : 2.0513). The summary statistics for the distribution of organizational commitment ($\mu = 1.9359$ where $\sigma = 0.36146$) also reveals that most of the employees are do not express commitment to the values and objectives of their respective organizations.

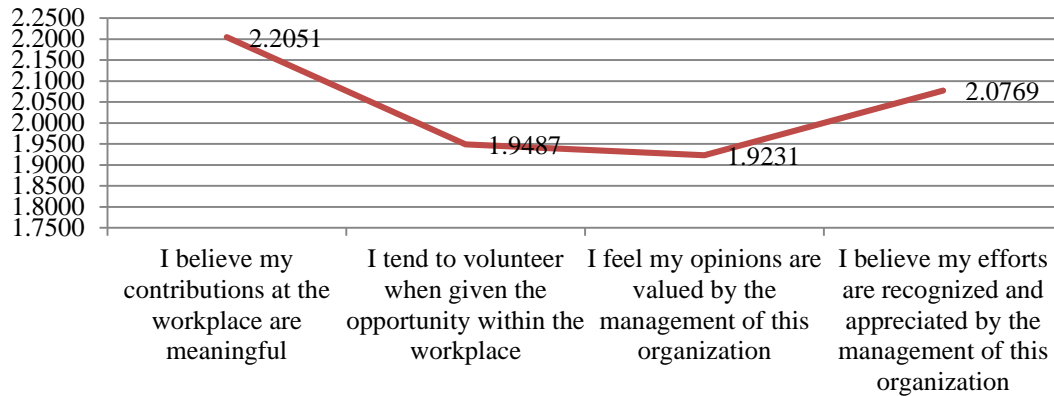


Figure 5: Data distribution for job involvement

Job Involvement (Second Measure of Employee Work Attitudes): the chart (figure 5) depicts the data distribution for job involvement which is the second measure of employee work attitudes the criterion variable. The result reveals a low evidence and manifestation of job involvement as expressed by the employees in the selected organizations; this is as the mean scores for the empirical referents of the variable (job involvement) reveal that on the average, participants of the study do not believe their opinion or contributions matter to the organization (μ_1 : 2.2051; μ_2 : 1.9487; μ_3 : 1.9231 and μ_4 : 2.0769); similarly, the summary statistic on job involvement ($\mu = 2.0385$ where $\sigma = 0.30639$) depicts an unsubstantial manifestation of activities or feelings associated with job involvement.

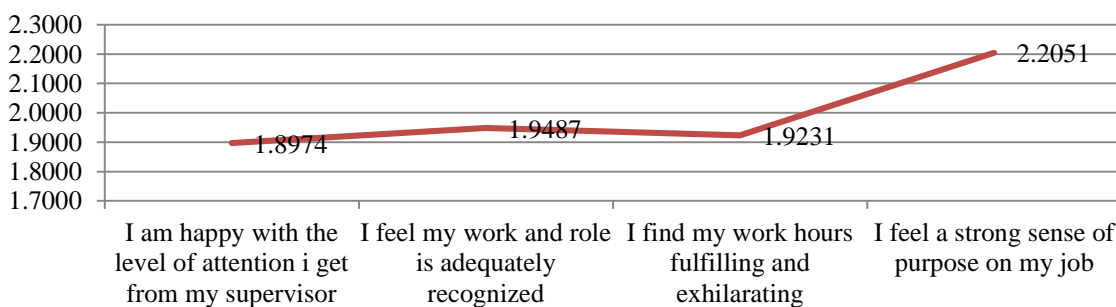


Figure 6: Data distribution for job satisfaction

Job Satisfaction (Third Measure of Employee Work Attitudes): The chart (figure 6) depicts the distribution for the data on job satisfaction which is the third measure of employee work attitude. The results reveal that most of the participants appear not to be satisfied with their jobs; this is as the mean values for the indicators (μ_1 : 1.8974; μ_2 : 1.9487; μ_3 : 1.9231 and μ_4 : 2.2051) show that on the average, the participants tend to be discontented and unhappy with the relative relationships and working condition obtainable within their respective organizations. Furthermore, the summary statistic for the distribution on job satisfaction also

supports this result as the summarized mean ($\mu = 1.9936$ where $\sigma = 0.25960$) for the variable also indicates poor levels of job satisfaction.

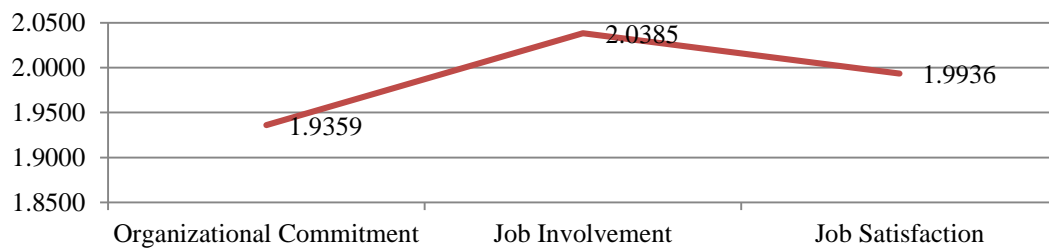


Figure 7: Summary distribution for employee work attitudes

Employee Work Attitudes (Criterion Variable): The chart (figure 7) depicts the distribution for the data on the criterion variable which is employee work attitudes. The results reveal that employee work attitude; which is operationalized herein using three measures (organizational commitment, job involvement and job satisfaction); is observed to be poor and below expectations as manifested by the participants in their respective organizations. This is as the mean values for each indicator ($\mu_1: 1.9359$; $\mu_2: 2.0385$; and $\mu_3: 1.9936$) reveal that most of the participants in the study express poor commitment (affective) levels, are not enthusiastic and wholly involved in their jobs and role expectations and also are not satisfied or contented with their working conditions and work-oriented relationships. This is further evidenced in the low mean value ($\mu = 1.9893$ where $\sigma = 0.27650$) for the summarized descriptive statistic on the employee work attitudes variable.

Bivariate Analysis: The tests for the hypotheses are undertaken at a 95% confidence interval (one-tailed).

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.520 ^a	.271	.251	.31283

Table 1: Relationship between leader mindfulness and organizational commitment ; a. Predictors: (Constant), Leader Mindfulness; Source: Research Data, 2018

H₁: *The practice of mindfulness by leadership will significantly and positively enhance outcomes of organizational commitment:*

The relationship between leader mindfulness and organizational commitment is revealed as illustrated on table 1 to be significant ($R = .520$; $P = 0.000 < 0.05$). The results also indicate that at an $R^2 = 0.27$; leader mindfulness accounts for a 27% change in organizational commitment; thus we accept the hypothesis that the practice of mindfulness by leadership will significantly and positively enhance outcomes of organizational commitment.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679 ^a	.461	.446	.22797

Table 2: Relationship between Leader Mindfulness and Job Involvement ; a. Predictors: (Constant), Leader Mindfulness; Source: Research Data, 2018

H₂: *The adoption of mindfulness by leadership will significantly and positively enhance outcomes of job involvement:*

The relationship between leader mindfulness and job involvement as shown on table 2 is revealed to be significant ($R = .697$; $P = 0.000 < 0.05$). The results also reveal that at an $R^2 = 0.46$; leader mindfulness is considered accountable for a 46% change in job involvement; thus we accept the hypothesis that the adoption of mindfulness by leadership will significantly and positively enhance outcomes of job involvement.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728 ^a	.530	.518	.18029

Table 3: Relationship between Leader Mindfulness and Job Satisfaction ; a. Predictors: (Constant), Leader Mindfulness; Source: Research Data, 2018

H₃: *The application of mindfulness by leadership will significantly and positively enhance outcomes of job satisfaction:*

The relationship between leader mindfulness and job satisfaction as illustrated on table 3 is revealed to be significant ($R = .728$; $P = 0.000 < 0.05$). The results further show that at an $R^2 = 0.53$; a 53% change in job satisfaction can be attributed to leader mindfulness; hence we accept the hypothesis that the application of mindfulness by leadership will significantly and positively enhance outcomes of job satisfaction. Therefore, based on the results of the analysis, the results reveal that all three hypothetical assumptions (H_1 , H_2 , and H_3) of positive correlations between the variables are accepted.

DISCUSSION AND IMPLICATIONS

This study examined the metaphysics of management and social realities in African workplaces with empirical instance drawn from the investigation between leader mindfulness and employee work attitudes in two Public agencies in Port Harcourt, Nigeria. A total of three alternate hypotheses on the relationship between leader mindfulness and employee work attitudes (organizational commitment, job involvement and job satisfaction) were tested and accepted given the observed levels of significance in all three instances. This is as the result from the analysis further revealed that most of the employees within the selected public agencies substantially disagree that their leaders display mindfulness in the form of attentiveness and awareness. This observed low level of mindfulness by the leader also corresponds with the poor attitude expressed by the employees who affirm to instances of alienation, discontent or lack of interest in the affairs of the organization.

The implications of these findings are that there is every possibility and probability that by the application and practice of mindfulness within the workplace, leaders can effectively reach out to employees through enhanced attentiveness and sound approaches to issues affecting them.

This finding is in line with that of Gabriel and George (2015) in which employee work attitudes in terms of commitment, involvement and satisfaction is observed to be positively associated with leader transcendental awareness and existential thinking; their study corroborates the present in that aspects of leadership which emphasized on employee recognition and appreciation were observed to elicit reciprocity in terms of improved performance employee work attitudes; thus as noted by Ahiauzu and Asawo (2010); there is a strong tendency for employees to reciprocate the love, attention and concern expressed towards them. Also, the adoption, application and practice of leader mindfulness would further allow for the enhanced capacity of the leader to approach problems and issues, not only from the human-oriented angle but also, when required, from the task-oriented angle, given the non-biased and unsentimental characteristic of mindful leadership which bases decisions and actions on facts as well as actual attentiveness to details and outcomes (Hunter & Chaskalson, 2013; Brown & ryan, 2003).

CONCLUSIONS

In conclusion, the evidence from this study points to the significant and positive relationship between leader mindfulness and employee work attitudes. Based on this empirical evidence, the following assertions are put forward:

- i. That the adoption and practice of mindfulness by leaders is most likely to facilitate a more committed and productive workforce given its sensitivity and appreciation of employee effort and contributions as well its objectivity in handling situations and occurrences within the workplace
- ii. That the application of mindfulness by leadership is most likely to enhance leader-employee relationship due to the openness to employee participation by leaders which would further encourage employee job involvement and engagement
- iii. That the adoption and application of mindfulness by leadership is most likely to attune leadership to employee challenges, difficulties and working conditions which when effectively addressed would enhance employee job satisfaction and identification with their roles.

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