

## LEADER MINDFULNESS AND SUSTAINABILITY OF MAJOR MULTINATIONAL OIL AND GAS COMPANIES IN RIVERS STATE

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### ABSTRACT

*This study examined the influence of leader mindfulness on organisational sustainability. The study examined three major multinational oil and gas companies in Rivers State, with a population of 856 staff drawn from Total, Shell and Agip Oil and Gas Companies. A sample size of two hundred and seventy-three (273), was obtained through simple random sampling technique. The study adopted a correlational research design and collected primary data using questionnaire. The Kendall tau\_b correlation was employed as the analytical tool to test the formulated hypotheses. The study revealed that leader mindfulness relates to economic sustainability, environmental sustainability and social sustainability. Following these findings, the study concluded that mindfulness positively and significantly relates organizational sustainability of major multinational oil and gas companies in Rivers State. Based on the findings and the conclusion, the study recommends that leaders in multinational oil and gas companies should develop good mindset built by knowledge pool in their operations, so as to easily direct workers to focus and meet organizational objectives in relation to sustainability practices as desired by the organization.*

**Keywords:** Economic sustainability, environmental sustainability, leader mindfulness, social sustainability

### INTRODUCTION

Organizations spend substantial sums training and development of personnel, in search of effective leadership. Organizational success and survival depend on employees more than any other factor (Khan, 2013). Employees that are invested in their work are a company's greatest asset. Organizations' performance and value to stakeholders increase when employees are enthusiastic about their work (Harter et al., 2002; Richman, 2006). Engaged employees aid the success of firms by upholding principles that drive them work above and beyond in work description (Robinson et al., 2004; Saks, 2006). An increasing number of organizations are taking the initiative to address the challenges of rapid globalization, increasingly competitive markets, constant organizational change, and talent retention in order to achieve desired goals (Ibrahim et al., 2020) and adapt to the new employment landscape.

Businesses nowadays consider not just their bottom line, but also their impact on society and the environment (Garavan & McGuire, 2010; Myung et al., 2012). Indeed, this is for a good cause. It is predicted that by the year 2030, the world would need the resources of two planets to fulfill its yearly demands, if businesses continue doing "business as usual" (World Wildlife Fund, 2012). The environment is frequently the root of societal issues, and it is often suggested that businesses are to blame. It is said that a sustainable organization is one that

contributes to "sustainable development by generating concurrently economic, social, and environmental advantages" (Ibrahim et al., 2020).

Organizational responses to population shifts, globalization, social inequality, and climatic change have all been studied extensively. A key argument that is consistent in all of these studies is that businesses must adopt environmentally friendly procedures, and make positive impact on the world around them while also increasing their financial and social capital (Wales, 2013). This is in essence, a call to organizational sustainability - the notion of bolstering environmental, social and economic systems within corporations (Chartered Institute of Personnel and Development [CIPD], 2012).

A fundamental tenet of sustainability is that it ensure firms' survival by allowing them to grow successfully without jeopardizing their capacity to meet future demands (Boudreau & Ramstad, 2005). This challenge of sustainability adds to the numerous conditions that heighten organizational complexity, and presents extra challenges for leaders who already face uphill battles to maintain mental acuity and composure necessary to do their jobs effective.

Scholars proposed that in order to maintain or promote workplace harmony, managers must modify their management techniques to align with needs of individual employees (Yukl & Mahsud, 2010). In literature, this is described as reflective, adaptable, agile, versatile, or flexible leadership and discussed under the broad concept of organizational leadership. This view of leadership indicates that in order to handle the variety and rapidity of their work, leaders need two things: a large repertoire of behaviors from which to choose, and the flexibility to switch between them as needed.

Glomb et al. (2011) among others, referred to this as "mindfulness" and described it as "the practice of paying attention in a way that brings one to pay more selective attention to what is happening in the here and now; and the adoption of an attitude toward one's experiences in the here and now that is characterized by curiosity, openness, and acceptance" (Bishop et al. (2004). These skills may facilitate "mindful connection with complexity" in the workplace.

Minhaj et al. (2019) observed that the kind of leader a company has, significantly impact the attitudes and productivity of its workers. It is thus essential for organizational leaders to quickly adapt to new situations. To solve challenges of adaptation, leaders must hone their self-management abilities; and be versed in all of the means by which they may "cultivate" and "change" themselves. To achieve this goal, it is necessary to acquire a wide variety of abilities to become a flexible leader. "Paying one's complete attention to the present moment in a welcoming manner, without making any judgements," is how the term "mindfulness" is usually phrased (Bakker & Leiter, 2010).

In recent years, mindfulness has emerged as a major contributor to a positive job outlook amongst workers. Now more than ever, businesses are realizing that mindfulness is the key to achieving their goals, which often include lowering workplace stress, boosting workers' emotional quotient and general health, and boosting everyone's productivity. Positive company culture and strong leader-follower exchanges are also necessary for efficient HR management (Amaliyah et al., 2015).

While there are many types of leadership described in the literature, one of the most valuable abilities for organizations to have is the ability to adapt to change (Sarros & Santora, 2001). As opposed to just acquiring compliance, effective leadership alters followers' behavior by

inspiring people to go above and beyond their performance expectations (Rafferty & Griffin, 2004). By emulating the traits of a role model, offering intellectual inspiration, and demonstrating personal care, leader mindfulness bring about positive change among followers (Stewart, 2006; Shibru & Darshan, 2011). Less power and control means more room for the leader to serve as a guide, mentor, and coach to help teams achieve goals.

In view of the foregoing, this study elects to analyze the effectiveness of leaders' mindfulness practices in fostering a constructive outlook at work and how such births sustainability of major multinational oil and gas companies in Rivers State. The following null hypotheses were formulated to guide the study:

**Ho<sub>1</sub>:** There is no significant relationship between leader mindfulness and economic sustainability of major multinational oil and gas companies in Rivers State.

**Ho<sub>2</sub>:** There is no significant relationship between leader mindfulness on environmental sustainability of major multinational oil and gas companies in Rivers State.

**Ho<sub>3</sub>:** There is no significant relationship between leader mindfulness on social sustainability of major multinational oil and gas companies in Rivers State.

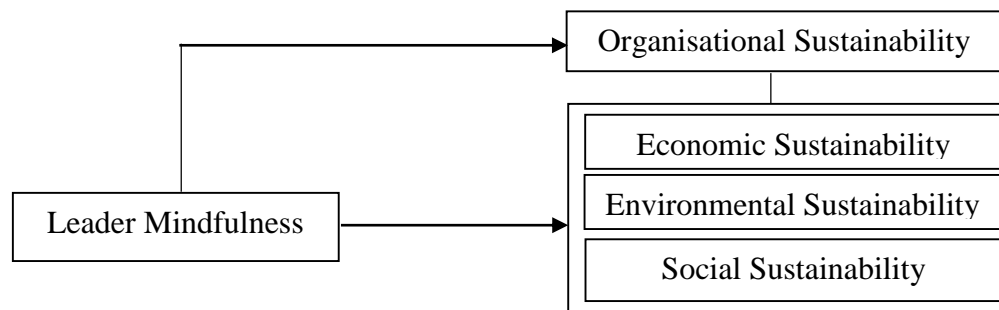


Fig. 1: Conceptual framework of leader mindfulness and organizational sustainability

## LITERATURE REVIEW

### Concept of Leader Mindfulness

Mindfulness refers to the mental stance of paying strict attention to the here-and-now without attaching any value judgments to what one sees (Goldstein, 2013); and relies heavily on the ability to pay close attention, leading some to classify it as a sort of attention training (Hunter, 2015). Meditation teaches one to control their thoughts and gives them insight into the nature of their own minds when given free reign. The enhanced capacity to redirect attention in a nonjudgmental manner adds a dimension of insight, control, and concern for the individual.

Connections have also been made between mindfulness and self-leadership (Furtner et al., 2018) and mindfulness and servant leadership. While research on mindfulness and leadership are still nascent, there is no shortage of theoretical discussion. Many books (Carroll 2006, 2008; Marturano 2014; Sinclair 2016; Hougaard & Carter 2018) are available on the subject. While most authors imply that findings were empirical, the data remains proprietary.

What can be identified are the numerous crossover themes that emerge from popular literature, specifically: attention, awareness, unbiased and nonjudgmental observation, self-regulation, accessibility (of the practice), adaptability, authenticity, and resilience. All of these traits are viewed as assets for the modern day leader who navigates the complexity of contemporary leadership. Additionally, many of these identified traits sit well with existing literature on leadership theories.

Leadership theorists offered direct (theoretical) connections between mindfulness and effective leadership performance. Boyatzis and McKee (2005) assert that “great leaders are emotionally intelligent and they are mindful: they seek to live in full consciousness of self, others, nature, and society.” Heifetz and Linsky (2002) refer to an essential leadership skill, that of “getting off the dance floor and going to the balcony,” which they reference as “mindfulness.”

### **Organisational Sustainability**

As time goes on, more and more businesses, individuals, and communities express interest in embracing and comprehending the notion of sustainability. From natural resource sustainability as a single aim to the Millennium Development Goals and Sustainable Development Goals, Shi (2019) outlined how the notion of sustainability is always developing. According to Duarte (2017), informal learning on sustainability is not common in the field of management. He also pointed out that the company lacked a formal framework connecting sustainability learning with policies, processes, and practices. There are several takes on the topic of sustainability (Stoughton, 2012); with environmental protection, social justice, and economic growth being pillars of a sustainable business model (Bansal, 2005).

In other words, a sustainable business model incorporates activities that are good for the bottom line, the environment, and the community. It is difficult to strike a balance among these tenets, in part because of the lack of agreement on what each one entails. In the economic domain, for instance, reporting on anti-competitive behavior, anti-fraud, and corruption measures, and other internal controls aimed at preventing mismanagement of corporate finances and negative effects on society are all examples of KPIs that would fall under this umbrella (Collin & Collin, 2010).

Human health and safety, labor relations, concerns of justice, fairness, diversity and inclusion, non-discrimination, child labor, supplier relations, community participation, volunteering, charity giving, and philanthropy are all examples of what might fall within the social pillar's purview (Collin & Collin, 2010). Ecosystem health, water conservation, land use efficiency, greenhouse gas emissions, trash sent to landfills, recyclable materials, and biodiversity are all examples of facets of environmental stewardship that may be addressed under this pillar (Collin & Collin, 2010).

### **Measures of Organisational Sustainability**

#### **Economic sustainability**

Economic sustainability represents actions that promote long-term economic development without harming the community's social, environmental, or cultural fabric (Dempsey et al., 2011). In the past, traditional organizational development science has been directed by the goal of ensuring long-term viability of an organization via increased growth, development, and productivity. In order to meet the criteria of 'environmental sustainability,' an economic system built with the notion of 'economic sustainability' in mind must adhere to certain limits. It limits resource use to protect natural capital. It does not prioritize economic growth at the expense of environmental protection. The pursuit of qualitative growth as opposed to quantitative growth has been a prevalent theme in the sustainable development literature, which often calls for replacing the current philosophy of economic progress with a new one.

Economic sustainability refers to a business model that meet current demands without jeopardizing those of the future (Purvis et al., 2019). The Brundtland study highlights the economy's dependence on land and natural capital, noting that economic activity must take into consideration the limits of available resources and waste disposal without damaging the

environment (Landrum & Ohsowski, 2018). Therefore, it is a kind of economic development that is sustainable over time and does not harm the planet, natural capital, or society at large.

Humans, the economy, the environment, and the use of natural resources in the creation of products are all interconnected, and this is what economic sustainability acknowledges. Manufactured capital is the cornerstone of this pillar. "Roads, communication lines, and other sorts of infrastructure, as well as industries and machinery" are all examples of manufactured capital. Financial capital, which is quantified in monetary terms, is another kind of economic capital that serves as a means to acquire more processing resources (Teigiserova et al., 2020).

### **Environmental sustainability**

The goal of creating value for all stakeholders has risen in importance in modern businesses. Integrating economic, social, and environmental objectives of businesses and organizations is supported by moral, ethical, social, and economic considerations (DuBois & DuBois, 2012; Ones & Dilchert, 2012). Anderson et al. (2012) noted financial, social, and environmental benefits of organizing and managing for environmental sustainability. The motivations and contextual elements that impact firms' greening activities was first detailed by Bansal and Roth (2000).

To keep the environment in good shape, we need to keep natural capital functioning as it has always been: as a source of, and a recipient for, economic activity. Natural capital, which is "the stock of forests, water, land, minerals, and seas that supply value commodities and services to humans," is a framework for the global economy and society. Given that a sustainable environment is a precondition for a sustainable socioeconomic system (Vallance et al., 2011), it stands to reason that our efforts to eliminate risks to and promote environmental sustainability would also benefit such a system. The term "environmental sustainability" refers to a state of equilibrium, resilience and interconnectedness in which human society is able meet it needs without exhausting the ability of its supporting ecosystems to regenerate the services necessary to do so or reducing biological diversity as a result of those needs (Zagonari, 2019).

### **Social sustainability**

According to Vallance et al. (2011), the Brundtland Report, *Our Common Future* (1987), serves as a foundation for most social sustainability research. Based on the report's definition, sustainable development is defined as economic growth that meets the needs of the present without compromising the ability of future generations to meet their own needs." This report highlights human livelihoods as integral to achieving ecological goals through economic growth (Vallance et al., 2011). The processes and structures of social sustainability may be discerned in three ways: development sustainability, bridge sustainability and maintenance sustainability. According to Zagonari (2019), sustainability of community pertains to the capacity of society itself, or its expression as local community," to maintain and reproduce itself at an acceptable level of functioning in terms of social structure.

Social capital is another term that might be linked to the idea of social sustainability. Central to social capital are the social interactions that form its foundation and consist of things like social networks, community involvement, belonging, and reciprocity (Bhandari & Yasunobu, 2009; Corvo & De Caro, 2019).

Human capital, which is embodied in persons, stands in for the productive abilities, qualities, or knowledge that contribute to a society's long-term viability. Education, on-the-job training, and the development of other skills that employers increasingly seek out all contribute to the

future worth of capital. That's why it's important to have human capital as a production element. Providing healthcare and other essential services, as well as encouraging the growth of human capital, is crucial for boosting the asset's worth.

Since each human is one-of-a-kind and there is only one instance of every particular capital being used in any given location and time, the capital represents something that can never be utilized again. Health care's contribution to people's continued existence and prosperity has broad implications for both the availability of and motivation to invest in human capital. Human capital is a kind of competitor capital since it is immaterial and location-specific, just like any other form of capital (Pasban & Nojehdeh, 2016).

## METHODOLOGY

This study applied a correlational research design. Correlational research design refers to studies in which the purpose is to discover relationships between variables. A correlational research design is useful in determining the degree to which two variables are related. According to Creswell (2008) correlational research does not prove a relationship; rather, it indicates an association between two or more variables. A population is the accessible components of the census normally established in numbers (Baridam, 2001).

This study focused on major multinational oil and gas companies in Rivers state, with particular reference to oil exploration companies. The explanation of the major multinational oil exploration companies is based on the number of barrels of oil produced per day, which is shell 30%, Total 10% and NAOC 5%. A multinational company is a business that operates and has facilities and assets in at least one country other than its home country.

These major multinational oil and gas companies were also selected on the criteria of their staff strength, level of operations and company structure presence in Port Harcourt. This amounted to three (3) major multinational oil and gas companies in Port Harcourt. Owing to the unit of analysis, the researcher examined not only management employees (top level managers, middle level managers, low level managers and supervisors) of these companies, but included their subordinates.

**Table 1: Population distribution based on the investigated companies**

S/N	Companies	Number of Employees
1	Total E & P	325
2	SPDC (Shell)	337
3	Nigeria Agip Oil Company	194
		<b>856</b>

Source: Department of Petroleum Resources, 2022.

The researcher adopted the random sampling technique. In the random sampling technique, the researcher deliberately selected the sampling units that will be included in the study because he feels they are representative of the target population (Baridam, 2001). The researcher adopted the Taro Yamene's formula in determining the sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Therefore, sample size

$$n = \frac{856}{1 + 856(0.05)^2}$$

$$= 273$$

The sample size for this study is two hundred and seventy-three (273).

The individual multinational oil and gas companies' sample size is scientifically determined and distributed for each of the companies in Port Harcourt respectively using Bowley (1964) formula as follows:

$$n_h = \frac{N_h * n}{N}$$

Where:

$n_h$  = Sample size for each organisation

$N_h$  = Population size for each company

$N$  = Total population size

$n$  = Total sample size

**Table 2: Table showing Sample Size distribution**

S/N	Companies	Employees Population	Sample Size
	<b>Oil Exploration</b>		
1	Total E & P	325	104
2	SPDC (Shell)	337	107
3	Nigeria Agip Oil Company	194	62
		<b>856</b>	<b>273</b>

Source: Department of Petroleum Resources, 2022.

The data needed for this study was obtained from only primary source. The primary source is mainly the research questionnaire. The primary data collection methods used for this study was retrieving the questionnaire group scores for each company from the companies and collecting responses to the leader mindfulness, economic sustainability, environmental sustainability and social sustainability questions.

The questionnaire was structured in a simple and direct method, and also, complex questions were avoided. The variables of the study, both the predictor and criterion variables, are measured using the 5-point Likert scale (where, 5 = very high extent, 4 = high extent, 3 = moderate extent, 2 = low extent, 1 = very low extent). Predictor variables and the criterion variables were tested to examine the extent to which predictor variable affect the criterion variable the measures.

Predictor variable, leader's mindfulness was measured against the measures of the criterion variable, organizational sustainability. The criterion variable was made operational in economic sustainability, environmental sustainability and social sustainability respectively. These variables had a total of 20 items: leader mindfulness (5), economic sustainability (5), environmental sustainability (5), and social sustainability (5) items. The demographic questions had six (6) items. Each employee was asked to complete a 26-item structured survey questionnaire.

Data collected was coded, keyed in the computer and analysed with the aid of Statistical Package for Social Sciences (SPSS). Before the analysis the questionnaire were checked for completeness. The questionnaire that were incomplete were set aside and were exempted from the analysis. For minor cases of omission where respondents skipped a case, the researcher provided for non-response in the analysis. Descriptive statistics (frequencies and percentages) were used to describe the findings while inferential statistics (Kendall Tau\_b correlation statistics) was used to test hypotheses.

### DATA ANALYSIS AND INTERPRETATION OF RESULTS

**Decision rule:** The decision rule which applies for all bivariate test outcomes is stated as follows: where  $P < 0.05$ , reject hypothesis on the basis of evidence significant relationship; and where  $P > 0.05$ , accept hypothesis on the basis of insignificant relationship between the variables. The extent of influence is on this basis assessed using the rho interpretations provided by Bryman and Bell (2003) as shown in table 3:

**Table 3: Range of correlation (Tau\_b) values and the corresponding level of association**

Range of r with positive and negative sign values	Strength of Association
± 0.80 – 0.99	Very Strong
± 0.60 – 0.79	Strong
± 0.40 – 0.59	Moderate
± 0.20 – 0.39	Weak
± 0.00 – 0.19	Very Weak

Source: Adopted from Ahaiauzu & Asawo, 2016, Advance Social Research Methods

The positive (+) sign in the values of (*Tau\_b*) indicates a positive relationship, while the negative (-) sign in the value of (*Tau\_b*) indicates an indirect/negative or inverse relationship. Thus, the sign of the *tau\_b* explains the direction of association between the two variables. The above table forms our yardstick for the determination of the level of relationship between the variables of the dimensions and those of the measures as understudied. These relationships range from very weak to very strong as seen from the above.

**Table 4: Correlations between leader mindfulness and measures of organizational sustainability**

			Mindfulns	Envi_Sustain	Econ_Sustain	Soci_Sustain
Kendall's tau_b	Mindfulns	Correlation Coefficient	1.000	.623**	.640**	.653**
		Sig. (2-tailed)	.	.000	.000	.000
		N	273	273	273	273
	Envi_Sustain	Correlation Coefficient	.623**	1.000	.679**	.655**
		Sig. (2-tailed)	.000	.	.000	.000
		N	273	273	273	273
	Econ_Sustain	Correlation Coefficient	.640**	.679**	1.000	.526**
		Sig. (2-tailed)	.000	.000	.	.000
		N	273	273	273	273
	Soci_Sustain	Correlation Coefficient	.653**	.655**	.526**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	273	273	273	273

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

Source: Research Data, 2022

Table 4 shows a positive and significant relationship between mindfulness and economic sustainability with a tau-b value of 0.623. This indicates that there is a high strength in correlation between both variables. This shows a strong relationship between mindfulness and economic sustainability in major multinational oil and gas companies in Rivers State. However, since the probability statistics shows a value of 0.000, which is less than 0.05, at 95% confidence interval for which the calculations were made, therefore, the null hypothesis is rejected.

Table 4 also shows a positive and significant relationship between mindfulness and environmental sustainability with a tau-b value of 0.640. This indicates that there is a high strength in correlation between both variables. This shows a strong relationship between



mindfulness and environmental sustainability in major multinational oil and gas companies in Rivers State. However, since the probability statistics shows a value of 0.000, which is less than 0.05, at 95% confidence interval for which the calculations were made, therefore, the null hypothesis is rejected.

Table 4 further shows a positive and significant relationship between mindfulness and social sustainability with a tau-b value of 0.653. This indicates that there is a high strength in correlation between both variables. This shows a strong relationship between mindfulness and social sustainability in major multinational oil and gas companies in Rivers State. However, since the probability statistics shows a value of 0.000, which is less than 0.05, at 95% confidence interval for which the calculations were made, therefore, the null hypothesis is rejected.

## DISCUSSION OF FINDINGS

### **Mindfulness and Economic Sustainability**

There is a positive and significant relationship between leader's mindfulness and economic sustainability in major multinational oil and gas companies in Rivers State. The applicability of knowledge-based sustainability competitive advantage depends on the type of organization involved and the leader's mindfulness practices and how well the workers have learnt and practiced the use of such identity programs. These workers who develop and apply the management programs helps the organization to gain competitive advantage and also distinguishes the corporate image of the organization before their host communities and the neighborhood (Zollo et al., 2019).

To this end, Zagonari (2019) stated that the mindfulness of a leader is geared towards developing organizational identity for those he/she guides. Furthermore, he noted that in achieving and/or maintaining organizational sustainability, whether it be environmentally, economically or socially, the organization's corporate image must be representing in the workforce so as to enable them display the needed identity for the attainment of sustainability.

Leader's mindfulness leverages the skills and expertise of these workers in acting economically as required by the organisation. They defined development programs as activities geared towards the development of skills, expertise and knowledge, and they noted that development programs were part of leader's mindfulness management programs. The results showed that employees that got involved in the development programs were good in displaying leader's mindfulness and the maintained every organizational plan and guideline in line with organizational sustainability practices. Thus, this research infers that leader's mindfulness corroborate economic sustainability.

### **Mindfulness and Environmental Sustainability**

There is a positive and significant relationship between leader's mindfulness and environmental sustainability in major multinational oil and gas companies in Rivers State. MacGregor and Fontrodona (2007) study in Japan Trade Promotion Organization, noted that the businesses with good growth and inclusion of organizational sustainability practices have become businesses with a good base of personnel and an effective management system for human resources. The strong impact of the study noted that sustainability practices, includes the involvement of employees, the identity application of a firm, the legacy of previous studies and analyses and construction of business models, and interaction with an employee

influence corporate results as a factor such as company's sustainability, company's efficiency, and improve the performance of their companies.

Becchetti et al. (2007) noted that leader's mindfulness influences both non-financial and financial performance. The findings indicate that the effects of leader's mindfulness practices on sustainability are positive. The study showed leader's mindfulness improves company identity, reputation and overall sustainability. The study also found that leader's mindfulness significantly affect economic, social and environmental sustainability.

### **Mindfulness and Social Sustainability**

There is a positive and significant relationship between mindfulness and social sustainability in major multinational oil and gas companies in Rivers State. Hewitt (2011) examines both the individual leader's mindfulness as well as the organizational antecedents such as sustainability, citizenship behaviours. The study defined leader's mindfulness as the state of emotional and intellectual involvement that motivates employees to do their best work. Sundiman et al. (2013) noted that leader's mindfulness improves organizations' ability to make rapid business decisions and execute them effectively, follow stated organizational plans, and train workers to communicate and relate with other members of the society.

Rahimli (2012) maintained that leader's mindfulness creates a culture appropriate for gaining competitive advantage and helps in reducing fear-based approaches to management, which is harmful for organizational sustainability. Furthermore, leader's mindfulness reconceptualizes the control orientation of management and replace it with one that emphasizes, facilitation, social sustainability, and work focus. Kamya et al. (2010) affirmed that sharing ideas with others is for management to take the lead in creating an environment of understanding, shared control, compassion and learning are major objectives of organisational growth.

Kamya et al. (2010) further noted that all ideas set forth in good faith and backed by rational analysis should be reinforced as beneficial to the company's efforts to create a cauldron of strategic innovation, and the production of resounding results through knowledge sharing, which is one of the major steps in leader's mindfulness. Leader's mindfulness is influenced by good communication and interaction between organizational members. Hence, the proper leader's mindfulness management is used to generate mutual learning and value creation for improved social sustainability in the organization.

### **CONCLUSION AND RECOMMENDATIONS**

On the basis of the findings and the noted position of leader's mindfulness in the actualization of organizational sustainability in major multinational oil and gas companies in Rivers State, Nigeria, it affirmed that manger's mindfulness to work substantially contributes to organizational sustainability. This position also builds on the observed correlation between leader mindfulness with the measures of organizational sustainability in major multinational oil and gas companies in Rivers State, comprising economic sustainability, environmental sustainability and social sustainability. Therefore, it was concluded that leader's mindfulness substantially influences organizational sustainability in major multinational oil and gas companies in Rivers State, Nigeria.

The present study aimed to establish an empirical relationship between leader's mindfulness and the measures of organizational sustainability (economic sustainability, environmental sustainability, and social sustainability) of major multinational oil and gas companies in Rivers State, Nigeria. Based on the findings and conclusions, the recommends that leaders in

multinational oil and gas companies should develop a good mindset built by knowledge pool in the operations of the organization, so as to easily direct the workers to focus and meet organizational objectives in relation to sustainability practices as desired by the organization.

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