Can Organizational Justice Dimensions Mediate Between Leader Mindfulness and Leader-Member Exchange Quality: An Empirical Study in Indonesia Pharmaceutical Firms

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ABSTRACT

The role of justice and leader member exchange process has been recently enhanced in organizations. The study has to analyze the direct impact of leader mindfulness on leader-member exchange quality while the interpersonal justice, informational justice, and distributive justice has played an important mediating role between them. The data were collected from almost 413 individuals, these are the front-line employees of the pharmaceutical companies. The data has been mostly analyzed by applying various software such as AMOS and SPSS. Furthermore, the major data analysis techniques that have been used are SEM and CFA. The analysis and discussion have shown that all the hypotheses have accepted. The results have shown that interpersonal justice, informational justice, and distributive justice have a crucial and positive mediating role in the relationship between leader mindfulness and leader-member exchange quality. Moreover, the given study is innovative and original because no previous study has checked the mediating role of interpersonal justice, informational justice and distributive justice in the relationship between leader mindfulness and leader-member exchange quality. The study is effective in terms of theoretical, managerial and practical implications. The study has helped the employees, managers, and companies to understand dimensions of justice, leader mindfulness, and leader-member exchange quality

Keywords: Leader mindfulness, interpersonal justice, informational justice, distributive justice, leader-member exchange quality.

INTRODUCTION

The idea of mindfulness has received resilient and growing attention from scholars and organizational practitioners in recent complex and stressful business environment (Good et al., 2016). Growing attention is drove by an increasing volume of research that highlights the link between mindfulness and organization's outcomes such as reduced anxiety, stress and improved cognitive performance (Arendt, Verdorfer, & Kugler, 2019). These outcomes of mindfulness are significant for organizations and employees to raise organizations' achievement and maintains employee well-being. Moreover, leader mindfulness positively impacts leader behaviors and employee outcomes, but there is limited practical evidence that supports this interpretation. Leader mindfulness is viewed as an open and focused attention on reality. Mindful leader knows how and where to lead his followers in an organization. However previous studies (Yusof, Yaacob, & Rahman, 2019) have limited workplace mindfulness to only employee's trait. No study has specifically addressed mindfulness of leader and its link with leader-member exchange. Mindful leader's followers are more satisfied and less emotionally stressed with their jobs due to larger psychological satisfaction. Leader who entails mindfulness are more effective in their jobs. Research work on mindfulness in leader is scarce.
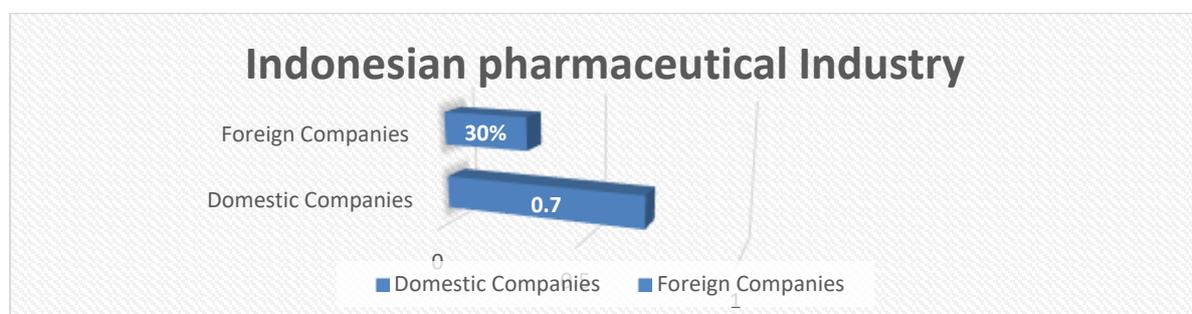

Figure 1: Indonesian Pharma Industry

Moreover, leader mindfulness develops better leader-member exchange relations (LMX) that refers to two-way relationship between leaders and it followers (Reb et al 2014), mindful leader pays attention to others, communicates with them, resolves conflict and reduces emotional constraints. This nurture trust and respect-based relationships between organization and employees (Martin, 2019). Leader-member exchange provide many

benefits to its members and business in form of high-quality relationships, positive organizational outcomes and it reduces problems related to work. According to Martin (2019) quality relationships between leader and members results in improved job behaviors, lower turnover, better performance evaluations, promotions, higher organizational commitment and support from employees for organization success. But there is lack of research work that how leader mindfulness helps in developing high-quality relations Past research (Brewer & Lazar, 2016) on leader mindfulness has concentrated how employees respond to leader's mindfulness. In addition, leader just and fair behavior also encourages quality relationship between employees and leader, fewer studies in past have suggested that leader justice is directly related to LMX. Moreover, leaders' portrayal of justice is related to desirable employee outcomes such as higher performance and lower levels of unethical conduct such as lower deviance (Sarti, 2019). Mindful leaders improve leader member exchange quality by enacting interpersonal fair behaviors that treat employees equally with respect and dignity, mindful leader endorses interpersonal justice in organization as stated by (Wang, Ford, Wang, & Jin, 2019) . Informational justice is viewed as leader's fair decision making, whether decisions is adequate and rational, on other hand distributive justice refers to fair distribution of organizational resources among employees.

Table 1: Market value of pharmaceutical industry in Indonesia

Years	Market in Trillion
2014	59.6
2015	62.5
2016	57.2
2017	72.2
2018	75.8

In recent years, complex and competitive business environment has increased pressure and stress on leaders. Leaders have to face many uncertainties and problems in organization, In the current scenario, leader mindfulness is essential for leader well-being, additionally it is vital for developing effective leader-member relationship. However, in Indonesia leaders usually don't practice mindfulness because this concept in mainly ignored by firms and scholars in Indonesia (Rimayanti & Wijaya, 2018). Here leaders are task-oriented rather than relationship oriented. With the growth of pharmaceutical industry in Indonesia, competition is growing in this industry as there are 210 pharmaceutical industries, that has also increased stress on leader to lead his employees effectively so their firm can achieve greater performance and a completive advantage. Regardless of this significance, in Indonesia firms ignore this factor that leads to reduce leader's performance and relationship with members. Workers in Indonesian pharmaceutical industry don't trust their leaders because of their leaders don't pay attention to employees concerns and needs. Another reason behind this is that these are not explored by researchers and scholars in Indonesian context. Most of the studies have conducted in western countries in leader mindfulness context. So its demands scholars to pay attention to this gap.

Taking the above into account, this study develops a theoretical model given

i. To analyse the degree to which leader mindfulness impact the leader-member exchange relations in Indonesian pharmaceutical industry.
ii. To investigate the effect of different organizational justice dimensions such as interpersonal, transformational and informational on leader-member exchange.
iii. To check the level to which justice dimensions mediates the relationship between the leader mindfulness leader-member exchange relations in an organization.
iv. To anticipate the relationship between leader mindfulness and organizational justice.

The paper has following structure: section 1 introduces the background of the researched topic; in section 2, literature review and hypotheses are demonstrated; section 3 designates the methodological approaches that are used for the data collection and analysis which is followed by results and in section 4, In last section a discussion of the research findings, its limitations, and concluding remarks are presented.

LITERATURE REVIEW AND THEORETICAL BACKGROUND

Researchers have studied the association between essential organizational outcomes and organizational justice perspectives; the results are present and can be studied from the summarization of meta-analysis throughout the literature (Roch et al., 2019). The social exchange concept, derived from P. M. Blau (1964) construct of a definitive and larger exchange model, has been used to explain the organizational justice construct in a variety of studies (Jackson, 2019). The social exchange concept posits that organizations are keen on providing a social environment that encapsulates the emotional, and social needs of the employees and employees, in turn, try to reciprocate these insinuations by demonstrating behaviors and attitudes targeted towards the betterment of the organization (Birtch, Chiang, & Van Esch, 2016). The concept of social exchanges has wide applications and understandability due to the presence of the reciprocity norm (P. Blau, 2017). According to this norm, in a social construct when an entity, organization or individual, demonstrated positive behavior towards an employee, treats him/her with respect and focuses on the fulfilment of the needs of employees, the employee in retrospect is supposed to feel obligated to return the same treatment and behavior (Birtch et al., 2016). Healthy social exchanges are nurtured by the perceptions of fairness, which have been known to create obligatory feelings in employees to demonstrate reciprocation to their supervisors and organizations that will ultimately be beneficial for the organization (Roch et al., 2019).

Organizational justice constraints like procedural justice which focus on whether or not the organizational procedures have been executed properly, the effects on employee voice, distributive justice which focuses on the impartiality of outcomes, informational justice which is a measure of whether or not just information has been provided throughout the organization, interpersonal justice which focuses on the degree to which employees are

treated with respect and dignity have all been associated with the theory of social exchange (Jackson, 2019; Jasso, Törnblom, & Sabbagh, 2016; Karam et al., 2019; Swiderski, 2018; Vermunt & Törnblom, 2016),. The social exchange theory in the context of organizational justice posits that if employees are treated fairly, then they will demonstrate positive outcome behaviors (Reb, Chaturvedi, Narayanan, & Kudesia, 2019). Among other employee outcomes and behaviors demonstrated by supervisors or leaders, the interest in mindfulness has increased over years (Reb, Chaturvedi, Narayanan, & Kudesia, 2018). Organizational mindfulness can be defined as the accessible, aware, proximate awareness, attention to detail behaviors demonstrated by organizational bodies (Zivnuska, Kacmar, & Valle, 2017). A significant body of research has been carried out on this construct and shows positive associations with different dimensions of employee well-being, functionality, operationalization benefits driving outcomes like lowered anxiety, positive social exchanges, superior cognitive performance (Schuh, Zheng, Xin, & Fernandez, 2019). Based on this work, a similar association has been found between the practice of mindfulness behaviors and positive leader-member exchanges (Reb et al., 2018). The presence of organizational justice constructs profoundly add to the relationship. All of these concepts can be studied and understood in light of the social exchange theory (P. Blau, 2017; Jackson, 2019).

Leader Mindfulness and Leader-Member Exchange Quality

The present research body views mindfulness from a secular point of view and defines it as a present, aware, conscious state of mind (Stanley, Purser, & Singh, 2018). The secular approach to mindfulness has been condemned by fellow researchers who were content with the Buddhist approach to mindfulness (Reb et al., 2018). Before the secular approach of mindfulness was accepted and practiced by researchers, the concept of mindfulness had been central in the meditative Buddhist traditions (Khanna & Khanna, 2019). In the Buddhist traditional meditative history, the constructs of ethics and mindfulness have been entwined with one and other (Kudesia & Nyima, 2015; Purser & Milillo, 2015). They were viewed as the devotion to ethicality in all prospects of life, which was an important precondition for the practice of mindfulness (Reb et al., 2018). Ethical conduct, wisdom and attention are considered to be the three founding pillars of mindfulness in the Buddhist context (Zivnuska et al., 2017). The concept of right mindfulness, therefore, exhibits a state of focus on the current events and actions directed by ethicality. Purser and Milillo (2015) conceptualized mindfulness purely based on attention and argued that the presence of the attribute of mindfulness in a leader or supervisor shapes it as a self-help technique that is often misunderstood as a method of reproducing organizational power, employee accession and promotion of toxic cultures (Islam, Holm, & Karjalainen, 2017; Kudesia & Nyima, 2015; Purser & Milillo, 2015). Similarly, other studies have pointed out that the attentional point of view of mindfulness can make out the leader to be selfish, self-centered, and political and have anti-social orientations (Stanley et al., 2018). However, mindfulness, according to the present-centered conundrum, enables leaders to convey their genuine

concern to the subordinates. These different perspectives translate the need from further research on the context of mindfulness. Although upon extension of the present research, it can be posited that a way of invigorating, positive effects from mindfulness is through the achievement of a better quality of relationships (Jian & Dalisay, 2017). The leader-member exchange construct argues that the effective leadership activities and processes transpire when the leaders and subordinates/followers can maintain and develop mature relationships and gain advantage from the benefits of these relationships (Birtch et al., 2016). The social exchange theory also argues that quality relationships are developed through the exchange of valuable resources that instill the morality of obligation on the parties included in the exchange process (Barbalet, 2017). The resources don't need to have an economic nature, and they can also be symbolic or socioemotional. Consequently, it is often through the exchange of intangible resources that higher-quality relations are build that isn't transactional (Stanley et al., 2018). The attribute of mindfulness in a leader paves the path for high-quality leader-member exchanges that are constituted on mutual feelings of respect and trust. Therefore, it is given that leader mindfulness will support the quality of exchanges occurring between leader and follower.

H_1: There is a significant relationship between leader mindfulness and the quality of leader-member exchanges.

Mediating Effect of Interpersonal Justice

The interpersonal justice perceptions of employees have been known to envisage the decree to which employees take part in negative and positive behavioral outcomes (Schuh et al., 2019). The negative behaviors are characterized as instances of rule-breaking, retaliation, vengeance, larceny and positive behaviors include being helpful to others, performance, dedication to work etc. the quintessence of interpersonal justice is characterized by the demonstration of respect and consideration by supervisors and organizations (Au & Leung, 2016). The feelings, wishes, rights and demands of other people are taken into account, there is an essential connection of mindfulness and leader-member exchange quality to the effects of interpersonal justice (Bebenroth, Ismail, & Sekiguchi, 2016). The emotional and attentional awareness and presence feature of mindfulness is a significant precursor for respect, trust and consideration. An open environment or communication space allows for the foundation of relationships of leaders with employees that aren't scripted and are completely honest and responsive towards the feelings, needs, acceptance and interactions among the employees (Schuh et al., 2019). The interpersonal justice orientation of employees impacts the relationship between leader mindfulness and leader-member exchange quality.

H_2: There is a significant mediating effect of interpersonal justice on the association between leader mindfulness and leader-member exchange quality.

Mediating Effect of Informational Justice

Informational justice is defined as the method of interacting and communicating with the organization for constructs such as appraisal, distribution of rewards etc.

this type of organizational justice has been found to have a substantial impact on the emotional attachment, employee confidence and voice (Swiderski, 2018). The relationship with the supervisor and generally all management is of importance as the employee uses these people as sources of gathering viable information about the situation of the business (De Ruiter, Schalk, Schaveling, & Van Gelder, 2017). The environment of the organization is also a significant constituent in deciding whether or not informational justice will be displayed by the organization (Au & Leung, 2016). The environment helps navigate through the supervisor's character and attributes. Amicable supervisors make it easy for employees to seek information and voice out contributions. The informational justice construct makes it possible to understand the relationship between mindfulness and LMX quality (Reb et al., 2019). Informational justice not only helps employees voice out their opinions about organizational situations but also instills attitudes of confidence. Presence of positive relationships with supervisors helps control adverse outcomes. One perspective of the leader mindfulness behavior takes into account the importance of shared information in building trust and quality relationships with the followers.

H3: there is a significant mediating effect of informational justice on the association between LMX quality and leader mindfulness.

Mediating Effect of Distributive Justice
Distributive justice refers to the evaluation of the apportionment outcomes (Vermunt & Törnblom, 2016). What another person seems to be just isn't characterized as the complete truth. The distributive justice function is related to the ethical distribution of resources (Jasso et al., 2016). Different rules are applied for attaining true distributive justice; equity, equality and need. In the organizational context, resources can be interpreted as employees, knowledge, information etc. employee outcomes are significantly affected if the employees feel as if they haven't been appropriately compensated or equal opportunities of excelling at a task aren't provided in the same way. Distributive justice feelings can affect the relationship between leader mindfulness and LMX quality exchange (Collins, McMullen, & Reutzel, 2016; Törnblom & Vermunt, 2016). If the employees feel that partiality is existing within the organization, the organizational and employee outcomes will have a negative effect.
H5: there is a significant mediating effect of distributive justice on the association between leader mindfulness and LMX quality.

RESEARCH MODEL
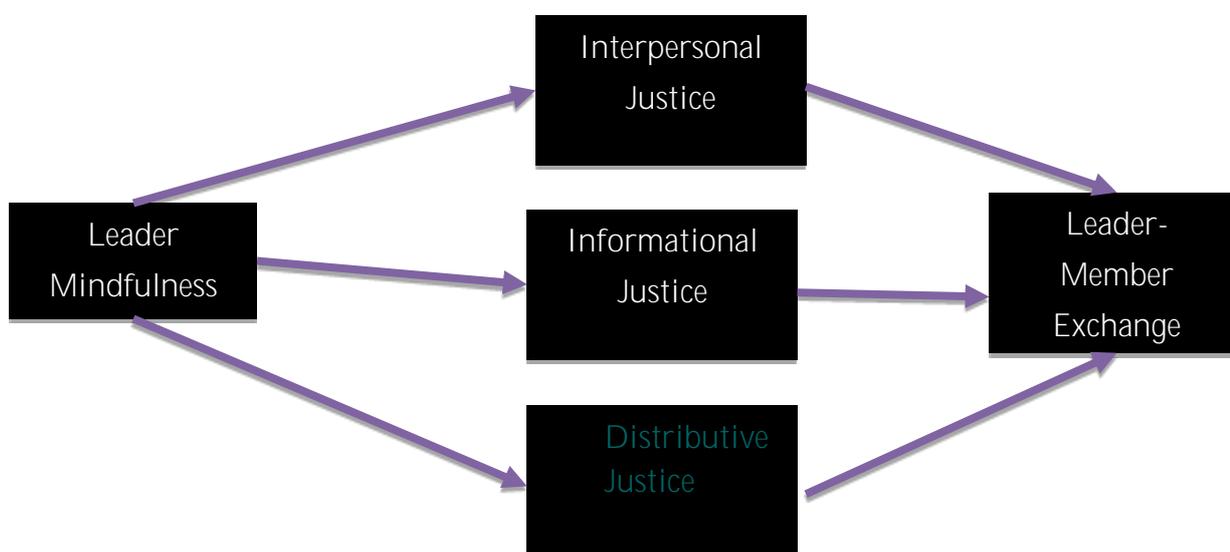
METHODS
Procedure and Sample
The participants of survey were the employees of eminent pharmaceutical companies in Indonesia. To get primary data on the measures the study conducted a survey by using purposive sampling techniques, which is based on assumption that sample data is representative of population data. No monetary incentives were offered to the respondents for participation in survey. The data is collected from both frontline and top management of pharmaceuticals firms. To address the issues of language, the questionnaires were managed through self-administered survey by translating the survey in local language. The sample population is diversified in terms of

age, gender, and education background. The participation of both gender are almost in equal proportion. The share of males and female respondents are 56.4 and 43.6 percent, respectively. In total 500 employees were requested to participate in survey, but valid data size comprised on 417 respondents.

Measures
Leader mindfulness: The leader mindfulness is the independent variable which is measured by emulating the scale of Brown and Ryan (2003) that focuses on the awareness and attention scale of leader mindfulness. The measures are explained by fifteen survey items that recorded the responses on the different dimension of

leader's awareness, cautions, and attention in work. The responses are recorded in reverse score on five point Likert scale in which higher values indicate higher mindfulness. The reliability factor of item is adequate to endorse validity of measures.

LMX quality

The Leader member exchange quality is measured by adopting the scale of Graen and Uhl-Bien (1995) that is based on seven survey items. It is the measure of leader and follower work relationship. The LMZ-7 scale is widely used in empirical research of LMX and employs robust psychometric properties (Gerstner and Day 1997). The responses are measured on revere score of five point Likert scale, in which high values of LMX denotes the stronger relationship between leader and followers.

Organizational justice dimension

The organizational justices is the mediating variables which comprised on three dimension such as interpersonal justice, informational justice, and distributive justice. The interpersonal justice is the measure of supervisor justice which scale is adopted from the study of Kernan and Hanges (2002) that is based on four survey items each recorded on five point Likert scale. The second mediating variable informational justice is developed by emulating the scale of Colquitt (2001), comprised on five survey items. The items asked question about what extent the employees thinks that leader is candid, thoroughly follow procedure, explain procedure thoroughly, communication in timely manners, communication to particular need. The third mediating variable distributive justice is measured by adopting the scale of Colquitt (2001). The distributive justice is the measure of justice in distribution of goods acquired and ability to acquire. The measure is based on four survey items recorded on five point Likert scale.

Empirical Analysis

In order to conduct the empirical analysis of theoretical model and check the validity of model, the study adopted AMOS and SPSS. SPSS is used to measure the frequency distribution of participants in terms of age, education, and gender, descriptive statistics of data such as mean, median, S.E, outliers and normality, and reliability test for validity of measure's construct. AMOS is adopted to estimate the structural equation model, model fitness tests, and confirmatory factor analysis. The structural equation modeling is the efficient estimators to estimate the regression coefficient of latent variables.

DATA ANALYSIS AND INTERPRETATION

Demographic details

The aim of the present study was to know the impact of Leader mindfulness on leader member exchange quality. Also, the study took interpersonal justice as a mediator between Leader mindfulness and leader member exchange quality. The study also analyzed the mediating impact of informational justice between Leader mindfulness and leader member exchange quality. The study took distributive justice as a mediator between Leader mindfulness and leader member exchange quality as well. The study took a total sample of 413 individuals, out of which 233 were males and 180 were females. The percentage of males was higher than the females in sample. Out of 413 individuals, 58 were under graduation, 199 were graduates, 118 had master's degree and 38 had some other degree. Out of 413 individuals, 97 were between 18 to 25 years of age, 127 were between 26 to 30 years of age, 127 were between 31 to 35 years of age and 62 were above 36 years of age.

4.2. Descriptive statistics

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
LeMEQ	413	1.00	5.00	3.4780	1.22210	-.427	.120
InterpJus	413	1.00	5.00	3.3547	1.13223	-.503	.120
IntroJus	413	1.00	5.00	3.2925	1.21945	-.544	.120
DistrJus	413	1.00	5.00	3.4225	1.25172	-.536	.120
LeadMindFN	413	1.00	5.00	3.4123	1.09505	-.588	.120
Valid N (listwise)	413						

The data extracted from the descriptive statistics is a clear projection of the results about the normality and validity of the data being used in the study. The data that is used by the study is a clear representation of all of the factors from the population as a sample. The data is seen to be normal and valid as well. The data for the present study is seen to be lying in the limits of threshold of the 5-point Likert scale and is also seen to be fulfilling all of the standards of normality by lying in the values of skewness that are between -1 and +1. The data is proved from these evidences that it is normal and also authentic so further testing can be proceeded with this data. Table 1 shows the data for the descriptive statistics.

Factor Loading and Convergent Validity

Table 2: Factor Loading and Convergent Validity

	1	2	3	4	5	CR	AVE
LQ1		.852				0.930	0.912
LQ2		.855					
LQ3		.873					
LQ4		.881					
LQ5		.858					
LQ6		.855					
LQ7		.869					
IJ1					.794	0.945	0.811
IJ2					.752		
IJ3					.794		
IJ4					.786		
IT1			.819			0.927	0.908
IT2			.821				
IT3			.836				
IT4			.821				
IT5			.827				
DJ1				.792		0.914	0.840
DJ2				.807			
DJ3				.801			
DJ4				.810			
LM1	.754					0.918	0.747
LM2	.802						
LM3	.721						
LM4	.781						
LM5	.746						
LM6	.769						
LM7	.785						
LM8	.794						
LM9	.748						
LM10	.783						
LM11	.727						
LM12	.768						
LM13	.802						
LM14	.796						
LM15	.765						

In the above data results from the table shown above, it can be observed that all of the factors have shown a loading of level more than value of 0.7, this represents that the data about the factors is showing valid results which can be put forward for further testing techniques and tools. The loading that could be seen about the factors and the sequence that is observed is seen to be following all validity criteria, so the data is authentic enough to be proceeded further. The convergent validity is shown to be of value more than 70% as well.

Discriminant validity

Table 3: Discriminant Validity

	DJ	LQ	IJ	IT	LM
DJ	0.970				
LQ	0.634	0.965			
IJ	0.589	0.577	0.901		
IT	0.624	0.602	0.592	0.969	
LM	0.676	0.658	0.625	0.507	0.864

The present table is a representation of the discriminant validity, which is there to show the discrimination present between the different variables. The sheet is showing the discrimination present between all of the variables, the values of the discriminate validity can be seen to be showing values that are above 50% and also, these prove that the validity of each one of the variable is because its loading discriminates from the other one and it also is significant because of being impartial of the other variables. It can be seen that loading is maximum when it comes to one variable so the data is authentic and valid as well. Values can be seen in the table present above.

Confirmatory Factors Analysis and KMO

Table 4: Confirmatory Factors Analysis and KMO

CFA Indicators	CMIN/DF	GFI	IFI	CFI	RMSEA	KMO
Threshold Value	≤ 3	≥ 0.80	≥ 0.90	≥ 0.90	≤ 0.08	0.6 – 1.0
Observed Value	2.985	0.817	0.952	0.951	0.078	0.944

The values for the CFA are shown in the table produced above, it also contains the values for the KMO factor as well. It can clearly be seen that 2.985, 0.817, 0.952, 0.951, 0.078 and 0.944 are values that are up to the standards set and according to the given limit of the data, it can also be seen that because of these values, the data qualifies to be valid and authentic as well. Figure one shows the CFA:
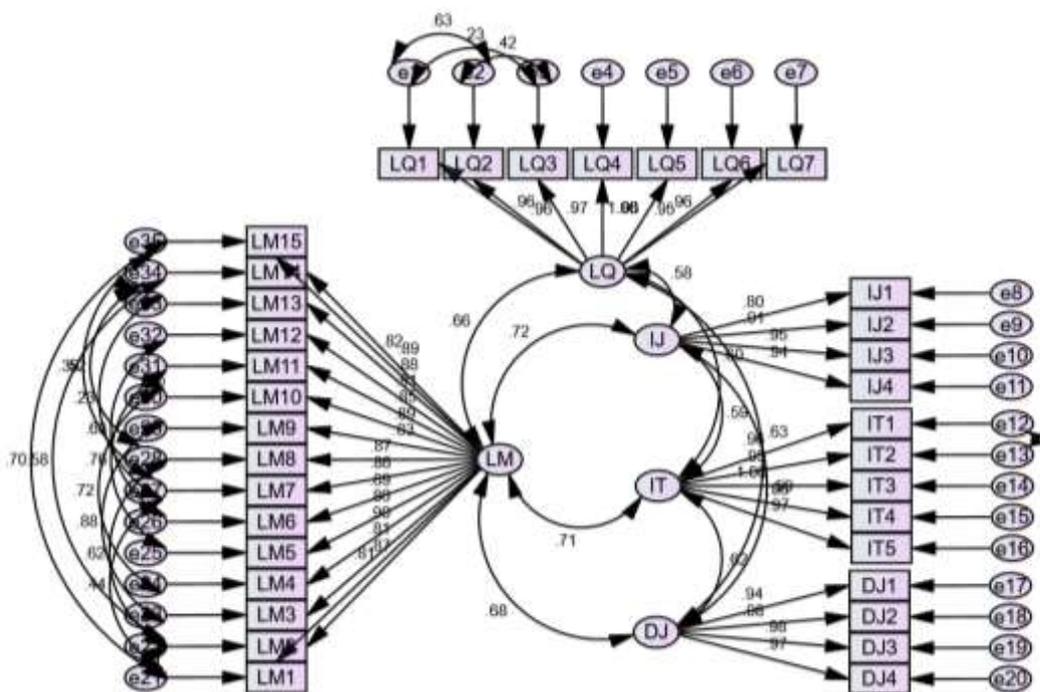

Figure 1: CFA

SEM

Table 5: Structural Equation Modeling

Postulate	B-Value	SE	P-Value	Decision
LM→LQ	.234	.072	.000	Accepted
LM→IJ→LQ	.124	.050	.009	Accepted
LM→IT→LQ	.211	.047	.000	Accepted
LM→DJ→LQ	.287	.045	.000	Accepted

The table of SEM is a representation of the significance level present in the relations of the variables, it can be observed from the table above, that according to the B values, LM increases and increases LQ to a level of 23.4%. The mediation of IJ, IT and DJ increases this relation to 12.4%, 21.1% and 28.7% respectively.
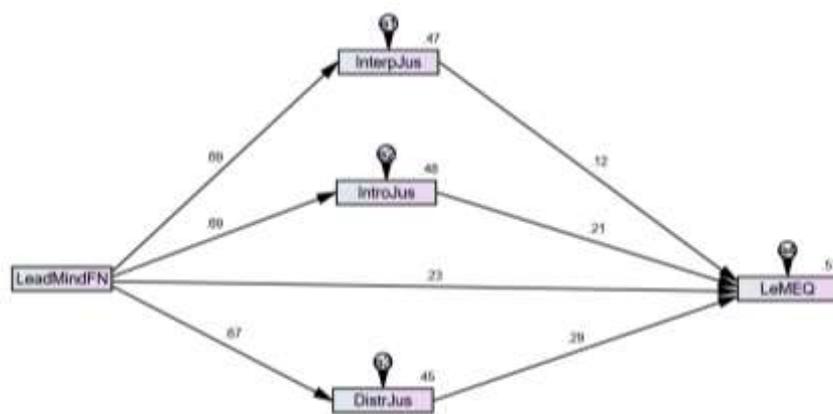
Figure 2: SEM

DISCUSSION AND CONCLUSION
DISCUSSION

The aim of the present study was to know the impact of Leader mindfulness on leader member exchange quality. Also, the study took interpersonal justice as a mediator between Leader mindfulness and leader member exchange quality. The study also analyzed the mediating impact of informational justice between Leader mindfulness and leader member exchange quality. The study took distributive justice as a mediator between Leader mindfulness and leader member exchange quality as well. The first postulate given by the study was that, "The impact of LM on LQ is significant." This postulate is accepted by the study as p value is less than .05 and result is also supported by the research of (Sidharta & Affandi, 2016). The second postulate given by the study was that, "The impact IJ as mediator between LM and LQ is significant." This postulate is accepted by the study as p value is less than .05 and result is also supported by the research of (Rentschler & Kornejew, 2018). The third postulate given by the study was that, "The impact IT as mediator between LM and LQ is significant." This postulate is accepted by the study as p value is less than .05 and result is also supported by the research of (Plummer & Boyle, 2016). The fourth postulate given by the study was that, "The impact DJ as mediator between LM and LQ is significant." This postulate is accepted by the study as p value is less than .05 and result is also supported by the research of (Dirgeyasa & Ansari, 2015).

CONCLUSION

Most of the firms or organizations succeed due to the significant role of leadership. The given study has the primary aim is to analyze the effects of leadership mindfulness on leader exchange quality and informational justice, interpersonal justice as well as distributive justice are the mediating variables. The total number of respondents from the data has been collected was 413 individuals. The cumulative frequency of the respondents was 100%. The results and findings of the study have concluded that leader mindfulness has a significant positive impact on exchange member leadership quality. It has indicated the positive role of leader mindfulness helps to form an interpersonal relationship with employees. As a result, when the positive relationship and interaction created, organizational performance has increased. Furthermore, the results and findings of the study further concluded that the interpersonal justice, distributive justice, and informational justice have a positive mediating role in the relationship between leader mindfulness and leader-member exchange quality in a positive way. These findings have helped to understand that the justice dimensions have helped to enhance the quality of the leader's member exchange quality. The theory of leadership has supported the arguments and says that the entire operational performance value of the companies depends on leadership in an organization.

a. Policy implications

It is well known that the leaders are the major and significant indicators to boost the performance of the companies through the engagement of employees. The given study has appreciated and foster individuals to learn and develop the capabilities of an effective leader. The various past researchers have suggested that the role of leader mindfulness should be enhanced within the organization to improve the efficiency and engagement among employees. The current study has helped to understand the managers of the pharmaceutical firms to be a leader instead of managers because leader mindfulness is important to enhance the efficiency of the organization. At the same time, it has comes to the knowledge that the exchange quality of the different pharmaceutical companies has been increased and one of the primary reasons behind it is the role of leader mindfulness. The findings of the current study have also indicated that the leader mindfulness and training leads to persistent changes in emotion and behavior, as well as in the neural systems responsible for self-regulation within the firms. The society can also take the benefits from this study in the form of understanding the importance of leadership. While the employees may also get the benefits in the form of better relations with other employees to greater performance.

Limitations

The biggest limitation of the study is the selection of sectors for the collection as well as analysis of data. The current study is mainly performed in the pharmaceutical sector which is one of the limitations. It is recommended that the researcher in future studies should collect and analyze the data concerning another sector such as the financial sector, insurance sector, etc. This will significantly help to gather

responses. The small sample size is another primary limitation to generate accurate results. Therefore, future researchers should focus on these limitations in future work.

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