

Mediating Effect of Employees' Psychological Well-Being on the Relationship between Leadership Style and Organisational Citizenship Behaviour in Health Institutions: A Pilot Study

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Abstract

Scholarly knowledge of organizational citizenship behaviour (OCB) has developed significantly in both the private and public sectors. Previous research found that different leadership styles, and employees' psychological well-being do exist between public and private sector employees and this will influence OCB over the sectors. However, the main purpose of the study is to test the mediating effect of employees' psychological well-being between three leadership styles on OCB among employees of some health institutions across three geo-political zones in Bauchi state. Thus, the pilot study was conducted and a quantitative research method was used. Data were collected using multifactor leadership questionnaire, psychological well-being scale and OCB Scale. Participants comprised of 45 health workers at the selected health institution in Bauchi state. Out of the 45 questionnaires that were administered, 38 were successfully collected. Thus, the response rate of 84% was realised. Therefore; the data was subjected to reliability and validity assessment using SPSS 25 and PLS 2.0. Specifically, SPSS was used for testing Cronbach's alpha reliability, while PLS 3.0 was used for testing the composite reliability of the data. Hence, Cronbach's alpha test is employed in this pilot study to measure internal consistency of the instrument. The study recommends that management of health organisations should improve on specifically transformational leadership style toward improving psychological well-being and above all enhance their employee OCB.

Keywords: Psychological Well-Being, Leadership Style, Organizational Citizenship Behaviour, Health Institutions Employees.

Introduction

The field of Organizational Citizenship Behaviour (OCB) has become an interesting social behaviour field of research and is attracting the attention of many researchers. Mohamed (2016) defined OCB as the type of employee behaviour that motivates individuals to go beyond the expected work level from them by the job description and the organization and OCB benefits both employees and the organization. Also, according to Zeyada (2018), OCB is an optional and voluntary human behaviour that an individual would play. The OCB is not aim to fulfil employees' personal needs and benefits but to improve organizational engagement (Alhirani, 2017). Many studies have revealed that OCB contributes in many ways to an organization, such as increasing productivity, increasing the organization's effectiveness and competency, fulfilling its purposes and objectives and increasing the moral of employees (Demirel, 2018). OCB is important for both the organization and the

individual because it improves overall institutional performance by maintaining reciprocal relations among managers and employees attached to different sections, improving unity and cohesion of the institution and minimising the cost of allocation of scarce resources (Ibrahim, 2017).

However, the Nigerian health sector has been performing worse due to employee performance-related problems. The problem of poor performance among agencies of public and private health institutions has been a subject of considerable discussion (Jedorima, 2019). Despite heavy investment in the sector, and high expenditures, efficient and effective provision of health services has remained a great task to achieve (Edward, 2018). A survey of ten public/private health institutions in Nigeria identified some striking problems that indirectly affect employee willingness to perform beyond the contractual agreement (OCB) and employee performance generally, consequently leading to overall performance problems of especially public health institutions including many private health institutions in Nigeria. These striking problems include the inadequate supply of modern medical equipment, poor power supply, misappropriation of resources and poor accountability. Other striking management-related problems affecting employee OCB and performance include the nature of human resource practices in virtually all health institutions (Wole-Rufa'i, 2016).

Statement of Research Problem

There is no open deliberation among researchers on the mediating role of employees' psychological well-being on the relationship between leadership style and OCB. However, few studies have investigated the relationships between servant leadership, transactional and transformational leadership style and OCB generally (Hunter, 2013; Bambale et al., 2015; Güçel and Begeç, 2016; Hussain and Linda, 2017; Alvert, 2019; Walumba et al, 2020). However, except for Bambale et al., (2015) and Walumbwa et al., (2010), all the previous studies were concentrated in Asia and Europe. Hence, none of the previous studies has focused on the employees of health organizations.

Yet, there remains an unclear understanding as to how Leadership style, the most crucial fillers of employee directing and supervising system in an organization, could contribute to the employee OCB in relation to inconsistent findings on the relationship among the construct, especially in the Nigerian health organizations. Studies revealed that Nigeria's health system faces difficult challenges such as a shortage of health workers, increased caseloads for health workers due to migration of skilled health personnel, Boko haram insurgency, covid19 attack, lack of adequate working facilities, lack of good welfare, poor helping behaviour, and motivation that affect both the general population and health personnel (Dielem, Coung, Anh, 2016 and Martineau, Adams 2020). Thus, a prerequisite for a well-functioning health system is a well-motivated staff that carries out their work according to standards set by the organisation and even goes beyond, i.e. OCB. (Dielem, 2013; Awases, Gbary, Nyoni, and Chatora, 2014:53-57).

This study is motivated and justified by three strong reasons i.e. primary, secondary and tertiary: Primarily, the literature reveals no prior study on the mediating role of psychological well-being on the relationship between leadership style and OCB in the selected Health institutions, in Bauchi State suggesting the existence of a theoretical gap in the literature, At a secondary level, this study is justified because of the presence of inefficiency, ineffectiveness and poor helping behaviour as related to psychological well-being, particularly in many Nigerian health organizations, especially public health institutions. The mediating potentiality of psychological well-being on the relationship between Transactional, Transformational, and Servant leadership and OCB is likely. Therefore, these leadership styles would be tested as an antecedent factor for psychological well-being motive and as a mediating variable on the relationship between the leadership styles and OCB

Precisely, this study attempts to fill three main gaps in predicting employee OCB: (1) investigating the mediating role of psychological well-being on the relationship between the leadership styles and OCB; (2) investigating the influence of Transactional, Transformational and servant leadership towards psychological well-being. Currently, no same study was found in the literature regarding the mediating role of psychological well-being on the transactional, transformational, servant leadership and OCB relationship. (3) Finally investigate the construct using different statistical tools with some studies that seem to have a similar variable in order to ascertain the consistent findings.

Research Question and Objectives

Meanwhile, in order to address the aforementioned contradiction thus, this research work develops the following research question to examine the relationship between the mediating role of psychological well-being, Servant leadership, Transactional, Transformational leadership style and OCB among employees of some selected health institutions in Bauchi state, which is in line with its objectives. So, in consideration to the discussion above on the need for this research, the following questions are to be addressed:

1. To what extent does Servant leadership affect OCB?
2. To what extent does Transactional leadership affect OCB?
3. To what extent does Transformational leadership affect OCB?
4. To what extent does Servant leadership affect psychological well-being?
5. To what extent does Transactional Leadership affect psychological well-being?
6. To what extent do Transformational leadership affect psychological well-being?
7. To what extent does psychological well-being affect OCB?
8. To what extent does psychological well-being; mediate the relationship between Servant leadership and OCB?
9. To what extent does psychological well-being, mediate the relationship between Transactional leadership and OCB?
10. To what extent does psychological well-being; mediate the relationship between Transformational leadership and OCB?

Literature Review and Theoretical Frame work

Conceptual Overview

Organizational citizenship behaviour is a form of job performance. Orthodox definitions of job performance have restricted the construct to the simple coverage of task-related behaviours (Devonish&Greenidge, 2010). Task performance is concerned with the effectiveness with which job incumbents perform activities that contribute to the organization's technical core (Borman&Motowidlo,1997). Broadly speaking, three categories of employee job performance have been identified: task performance, extra-role performance, and Organizational Citizenship Behaviour (Rotundo, Sackett&Sackett, 2002 as cited inViswesvaran&Ones, 2000). Task performance usually refers to in-role behaviour, which is defined as the fulfilment of tasks that are required by the formal job description (Borman&Motowidlo, 1997).

Extra-role performance, often referred to as organizational citizenship behaviour (OCB) also, is defined as behaviour that is beneficial to the organization and goes beyond formal job requirements such as helping colleagues at work, working extra hours, and making suggestions for improvement (Organ, 1988). Organizational Citizenship Behaviour (OCB), on the other hand, is defined as intentional employee behaviour that is harmful to the legitimate interests of an organization (Gruys&Sackett, 2003). Based on the definitions, therefore, OCB and OCB are opposites as the former benefits the organization while the latter harms it (Riketta, 2008).

Organizational citizenship behaviour (OCB) is equally defined as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (Organ, 1988, p.4). Explicit in the definition of OCB is the notion of discretion, which means that engagement in OCB is completely voluntary since a person cannot be punished for failing to engage in it (Organ *et al.*, 2006). In other words, OCB is a voluntary behaviour that cannot be enforced by supervisors, or superiors.

Empirical Review

OCB Literature has indicated that a good number of antecedents have been found to influence OCB. However, a few studies by Elvert, (2016); Vondey, (2018); Walumba, Hartnell&Oke, (2019) have related servant leadership as one of the antecedents to OCB, and have found a positive relationship. According to a study carried out by Vondey (2018),Bambale, FaridahwatiMohd, and Chandrakanta (2015) revealed that servant leadership significantly but partially correlates with OCB, thus suggesting more studies. Moreover, Transactional and Transformational leadership styles also are among the significant factors found to influence employee OCB(Ojoku,2017).

The main leadership styles that have received empirical attention in relation to OCB over the years include transformational leadership (Asgari, 2018; Bettencourt, 2016; Schlechter&Engelbrecht, 2016; Vigoda-Gadot, 2017), transactional leadership (Bettencourt, 2016; Vigoda-Gadot, 2017) and charismatic leadership (Babcock-Roberson &

Strickland, 2019). Though, the major concern for this study is the Transformational and Transactional leadership style. A large number of studies on servant leadership behaviour were undertaken to explain the principles and performance of servant leadership (Dennis & Bocarnea, 2016; Geller, 2018; Han, Kakabadse & Kakabadse, 2016; Irving & McIntosh, 2019; Sendjaya, Sarros & Santora, 2018). However, a few studies (Elvart, 2016; Vondey, 2018; Walumbwa, Hartnell & Oke, 2019) have related servant leadership to OCB, and have found a positive relationship. One of the prominent studies that attempted to investigate the effect of servant leadership on OCB is Elvart, (2016). The results of the study demonstrated that servant leadership indirectly influences helping behaviour and conscientiousness. Again, a study carried out by Vondey (2018) revealed that servant leadership significantly but partially correlates with OCB, thus suggesting more studies. Additionally, Bambale et al, (2015) have empirically found a positive relationship between servant leadership behaviour and OCB revealing that four servant leader behaviours including emotional healing, creating value for the community, conceptual skills and putting subordinates first have significant relationships with the overall OCB-I. Only one servant leader behaviour, namely, helping subordinates grow and succeed did not significantly relate to the overall performance of employee OCB-I and recommend further research to consider mediating the construct with job satisfaction. Looking at the results of the previous studies, Alvar (2019) which suggest inconclusiveness, and considering that servant leadership, Transactional or Transformational leadership and OCB study are still new; there is a need for more research, to either mediate with psychological well-being.

Servant Leadership, Transactional, Transformational Leadership, and Psychological Well-Being

Only a few studies considered the effect of servant leadership behaviour and psychological well-being on OCB despite the importance of servant leadership and psychological well-being in our contemporary public and private organizations (Albert, 2015; Organ, 2016). Servant leadership is a leadership style that places the followers' interests over and above the leader's own interests (Joseph & Winston, 2016). According to Odunlade (2017), well-being is defined as a part of life activity performed in exchange for one benefit, especially as one's trade, occupation, or profession is referred to. It may also be assumed to be a position in life in which one is employed, is also the reflection of a good compensation program. The happier people are in their job, psychologically the more satisfied they are said to be.

According to (Berry 1999) as cited in Odunlade (2017), psychological well-being is defined as an individual's reaction to the job experience and performance. There are various components that are considered by Berry to be vital to psychological well-being and they include the following: (Environmental Mastery, Personal Growth, and Positive relations with Others, Purpose in Life, Self-Acceptance) of employees (Ryff, 1989), from the perspective of life satisfaction and represents the best of the human condition. He reported that these variables are important because all of them influence the way a person feels

about his job, though each of these figures into an individual's psychological well-being differently. Previous studies found that good leadership leads to employee psychological well-being, thereby treating work and activities as important and thus encouraging them to perform with high obligation and uprightness (Hakim, 2018).

Transformational and Transactional Leadership styles are factors that have been regarded as primary for organizational success and have been found to relate to employee well-being (Spector, 2017; Schnake, Henne and Locke, 2018, Bass, 2015,). Empirical research has focused on four major categories of antecedents: individual (or employee) characteristics, task characteristics, organizational characteristics, and leadership behaviours, which concentrated primarily on employee attitudes, dispositions, and leader supportiveness (Bateman & Organ, 2015; Organ, 2018; Smith, 2019). The relevance of transformational and Transactional leadership to employees' psychological well-being is not restricted to a particular organizational setting.

Prior studies have consistently found that transformational and transactional behaviours occur and enhance followers' psychological well-being in various organizational settings, including educational, industrial, military, health and volunteer settings (Braun, Peus, Weisweiler, Frey, 2017; Rowold, Rohmann, 2019). For instance, (Yang, Wu, Chang, Chien, 2018). found that followers' positive perceptions of transformational behaviours by leaders (or supervisors) lead to stronger identification with the organization, increased internalization of organizational goals, and improved employee well-being.

Transformational leadership is important for the individual employee who works in rapidly changing environments with a diverse set of personalities, it strengthens their organizational commitment and psychological well-being (Griffith, 2016). Indeed, transformational leadership is important to any organization that experiences environmental changes, including public sector organizations, which are commonly perceived as undergoing minimal organizational change. In a similar vein, a study by Wright and Pandey (2018) suggests that transformational leadership behaviours are not limited by procedural constraints and rules in organizations with hierarchical authority structures. Such organizations can opt to change leadership styles even if their hierarchical decision-making structures may constrain transformational leadership behaviours to transactional leadership behaviour.

Psychological Well-Being and OCB

Previous literature on the relationship between PSW and OCB suffers from inconsistent findings. While some studies support the positive relationship between PSW and OCB others have concluded that there is no relationship between these variables. Researchers studied the relationship between PSW with OCB for two main reasons. First, the norm of reciprocity (Schnabel et al., 2018) occurs when the organization gave support and a good response to its employees; in return, the employee will not hesitate and be compelled to give a positive response to the organization.

This is also consistent with Boulanger's (2018) study where he posited that the ranges employees consider in the norm of reciprocity are greatly in the variable of job context and social exchange relationship among co-workers and leaders. Boulanger (2018) also posited that the difficulty of tasks perhaps will encourage and predict OCB among employees. The second reason is psychological Well-being, when employees are satisfied and receive a positive response to their work; they simply show pro-social behaviour (Unal, 2019).

In contrast with some of the previous research on PSW and OCB, (Chen, 2018) failed to find a significant relationship between these two variables, and set a single-item scale to measure overall PSW and adapted three dimensions of the OCB scale (altruism, conscientiousness and sportsmanship) to create an overall OCB score. Driscoll and Randall (2019) did not find any relationship between Personal Growth and OCB at an individual and organizational level. Although many studies have measured how people are satisfied psychologically with their job in several organizations it has a significant difference across cultures (Unal, 2019; Robbins, 2018; Kumar and Rachna, 2017).

A global study of the psychological well-being levels of workers in 23 countries indicates employees in Western cultures have a higher level of PSW compared to those in Eastern cultures (Robbins, 2018). These findings raise the question of whether there are other variables that comprise employee morale (e.g., trust, more specific forms of Well-being, etc.) whose effects may also be important to examine. In addition to that, since PSW and OCB have been empirically found to promote the efficient and effective functioning of organizations (Organ, 2018; Podsakoff, 2017) continuous study on this aspect is still needed.

Theoretical Framework

In this regard, various theories can explain the dynamics of OCB, these theories include social exchange theory (Blau, 1964); norm of reciprocity (Gouldner, 1960); leader-member exchange (LMX) theory (Dienesch & Liden, 1986); expectancy theory (Vroom, 1964) and social learning theory (1977).and regulating the cooperative behaviour required for self-sustaining social organizations. It can as well be an engine for controlling the damage to the organization. Leader-member exchange theory is yet another exchange theory which holds that leaders develop different quality of work relationships with different subordinates (Graen & Scandura, 1987; Scandura & Schriesheim, 1994).

The theory further argues that supervisors do not use the same style in dealing with all their subordinates, but instead develop different types of relationships or exchanges. In the LMX theory, the leader-member exchange (LMX) is seen as the quality of exchange relationship between the supervisor and each of his or her subordinates (Dienesch & Liden, 1986). In a similar fashion, expectancy theory (Vroom, 1964) suggests that individuals consciously choose a particular course of action, based on perceptions, beliefs and attitudes, as a consequence of their desires to enhance pleasure and avoid pain.

Social Exchange Theory (SET) is constructed on the principle of reciprocity and felt an obligation, signifying that while employees have fair treatment from a specific source, in return they are expected to respond with positive attitudes and behaviours toward that

specific party (Harris, Lavelle, & McMahan, 2018; Lavelle, Rupp, & Brockner, 2007; Rupp, Shao, Jones, & Liao, 2014). As per the social exchange view, HRM practices are able to deliver an encouraging indication to the employees regarding management's concern for their welfare and want to establish a long-term relationship with them (Gould-Williams, 2016). Therefore, in return, employees are expected to exhibit positive attitudes and behaviours (Kim & Ko, 2014)

Citizenship behaviours are more likely to be under an individual's control, and hence more likely to be a salient mode of reciprocation (Organ, 1990). Exchange relationships with the organization and with one's immediate supervisor are of great significance to subordinate employees (Jawahar & Carr, 2007). Based on the previously mentioned theorem of unspecified obligations which is central to both the social exchange theory and the norm of reciprocity, employees' exchange relationship with the organization is influenced greatly by unspecified obligations. Therefore, SET here is a proposed underpinning theory for this study.

In line with the literature, this study comes up with the framework of the relationship between leadership style and Organizational Citizenship behaviour with mediating effect of psychological Well-being. The conceptual framework is a pictorial representation of the relationship between the variables. Meanwhile, the framework if properly articulated and presented, assists the researcher to make meaning of the findings of the study under review. It can be used to explain the possible connections and relationships between the variables of the study (Saunders, Lewis & Thornhill, 2009). Hence, the proposed conceptual framework of the study, explains the relationship that exists between the independent variables and dependent variable of the study as presented below. The underpinning theory should be clearly stated and linked up with the research variables.

The Conceptual Model

OCB can be a result of satisfaction and Well-being with organizational leadership style and experience in the course of normal day-to-day relationships with the leader. This study is indeed going to be concerned with investigating the mediating role of psychological Well-being on the relationship between leadership styles on the employee OCB. The variables of this study are as follows: the independent variables of leadership styles are Servant leadership behaviour, Transactional and Transformational. The dependent variable is organizational citizenship behaviours (OCB), and the Mediator Variable is Employee Psychological Well-being.

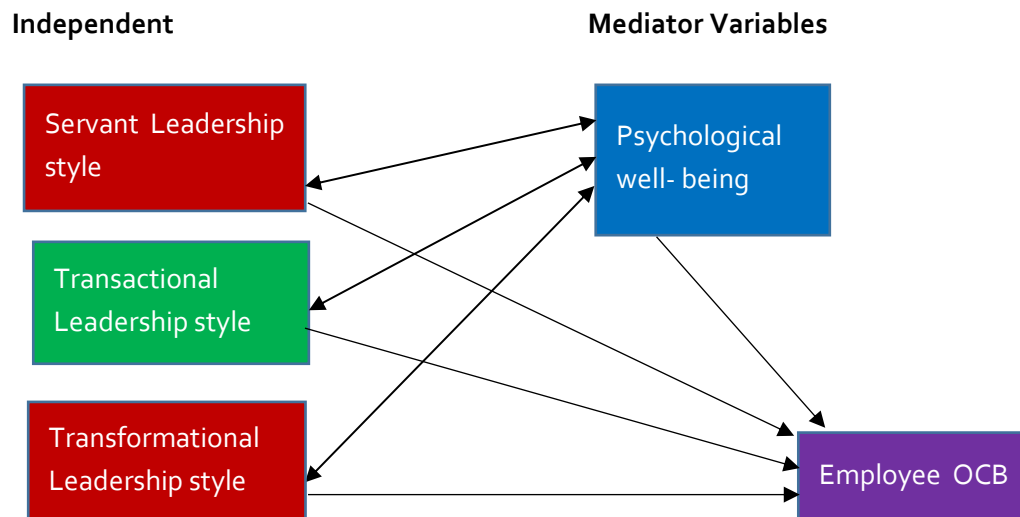
The Conceptual Framework Developed by the Researcher, 2022

Figure 1 Model of the relationship between Leadership style, psychological Well-being and organizational citizenship behaviour (OCB).

Moreover, it has been suggested that leadership style and psychological Well-being predict employee OCB (Ehrhart, 2004; organ, 2018). The theoretical framework for this argument is that leaders who serve their followers would produce followers who serve others. Thus, a

leader is a role model for followers, and employee OCB is influenced by models (Smith, Organ & Near, 1983). People learn from observing others and modelling what they see, if employees experience and observe a leader serving others, followers themselves will in turn serve others. This service could entail helping co-workers, promoting the organization to outsiders, and encouraging others to express their ideas and opinions, thus performing organizational citizenship behaviour (OCBs).

The Model is as follows:



Source: The Researcher (2022)

Methodology

Research Design

It has been defined as a master plan specifying the methods and procedures for collecting and analysing the needed information (Zikmund, 2000). There are three types of business research exploratory, descriptive and explanatory (Zikmund, 2000; Sekaran, 2013). The decision about the type to be used depends on an individual's understanding and clarity of the research problem. This study is considered explanatory because it sought to explain the relationships between Servant leadership, Transactional leadership and Transformational leadership style, Psychological Well-being and Organizational Citizenship Behaviour. Thus, hypotheses were formulated to provide an explanation of their relationships by demonstrating the relationships as statistically significant or not. Other aspects of research design to highlight for this study include the population and sample of the study, sampling and sampling technique, method of data collection and data analysis. These are discussed in the following sections.

Population of the Study

The population of the study refers to the entire group of people, events or things of interest that the researcher wishes to investigate (Sekaran&Bougie, 2010). The authors further

stated that the population of the study is the group of people, events or things of interest for which a researcher wants to make inferences based on a derived sample. Sekaran and Bougie (2010) stated that the population of the study is the group of people, events or things of interest for which the researcher wants to make inferences based on the derived sample. This study will focus on the employees of Health institutions in Nigeria. North-east and Bauchi in particular have been selected for this study because it has the highest number of people with different kinds of health issues as a result of Covid 19, Boko Haram insurgency, kidnapping and related social unrest. As a result of this, any state in the northeast represents an important Nigeria zone needful to an operationalized public health institution in an efficient and effective manner.

Target Population

The target population for this study will comprise the entire staff of the AbubakarTafawa Balewa University Teaching Hospital (ATBUTH) 1831 (ATBUTH Magazin 2021), FMC Azare 1327 (FMC Azare, Bulletin 2020), and General Hospital Misau 656 (BSHMB Annual report, 2021) in Bauchi State totalling three thousand Eight hundred and fourteen (3814). Furthermore, the unit of analysis for this study will be the individual employees that are working in the above-mentioned Hospitals. The choice of the respondents is a result of many cases of employee poor helping work behaviour among workers as compared to other sectors.

Pilot Test

A pilot study is a small-scale preliminary investigation conducted in order to evaluate feasibility, time and cost in order to predict an appropriate sample size and improve upon the study design prior to the actual conduct of a full-scale study (Hulley, 2007). A pilot study is important because it can unveil shortcomings in the design of a proposed survey or procedure that can be addressed before time and resources are committed to a large-scale study (Doug *et al.*, 2006).

Specifically, the reasons for this pilot study include: (1) to determine the validity and reliability of items in the questionnaire; (2) to assess the adequacy of item wording, phrasing and questions" construction for accurate results; (3) to evaluate whether questions are framed in a way that would yield better response; and (4) to find if respondents could supply the needed data. The validity of a questionnaire is the extent to which it measures what actually it is supposed to measure not something else, whereas the reliability of a questionnaire is the extent to which the questionnaire is free from errors and results therefrom are consistent and stable across time and contexts (Sekaran&Bougie, 2010).

Sampling Size for Pilot Test

Dillman (2017) contended that the number of respondents for the pilot study may range between 15 to 100. Therefore, the sample of this study consists of 45 health workers in Bauchi state. Out of the 45 questionnaires that were administered, 38 were successfully

collected. Thus, the response rate of 84% was realised. Therefore; the data were subjected to reliability and validity assessment using SPSS 25 and PLS 2.0. Specifically, SPSS was used for testing Cronbach's alpha reliability, while PLS 3.0 was used for testing the composite reliability of the data. According to Sekaran and Bougie (2010), the most popular test of inter-item consistency reliability is Cronbach's alpha coefficient. Hence, Cronbach's alpha test is employed in this study to measure the internal consistency of the instrument.

Item-Total Statistics

The Item-Total Statistics presents the value that Cronbach's alpha would be if that particular item was deleted from the scale, from the analyses, we obtained the Cronbach's alpha for servant leadership ($\alpha=0.932$), Transactional leadership (0.702), Transformational leadership (0.739), Psychological wellbeing (0.715), Organizational citizenship behavior (0.723). this shows that the removal of any item, except Servant Leadership would result in lower Cronbach's alpha. Therefore, we would not remove these variables. Removal of either servant leadership would lead to a small improvement in Cronbach's alpha, and the **"Corrected Item-Total Correlation"** values were low (0.026) for these items. This would lead us to consider whether we should remove this item.

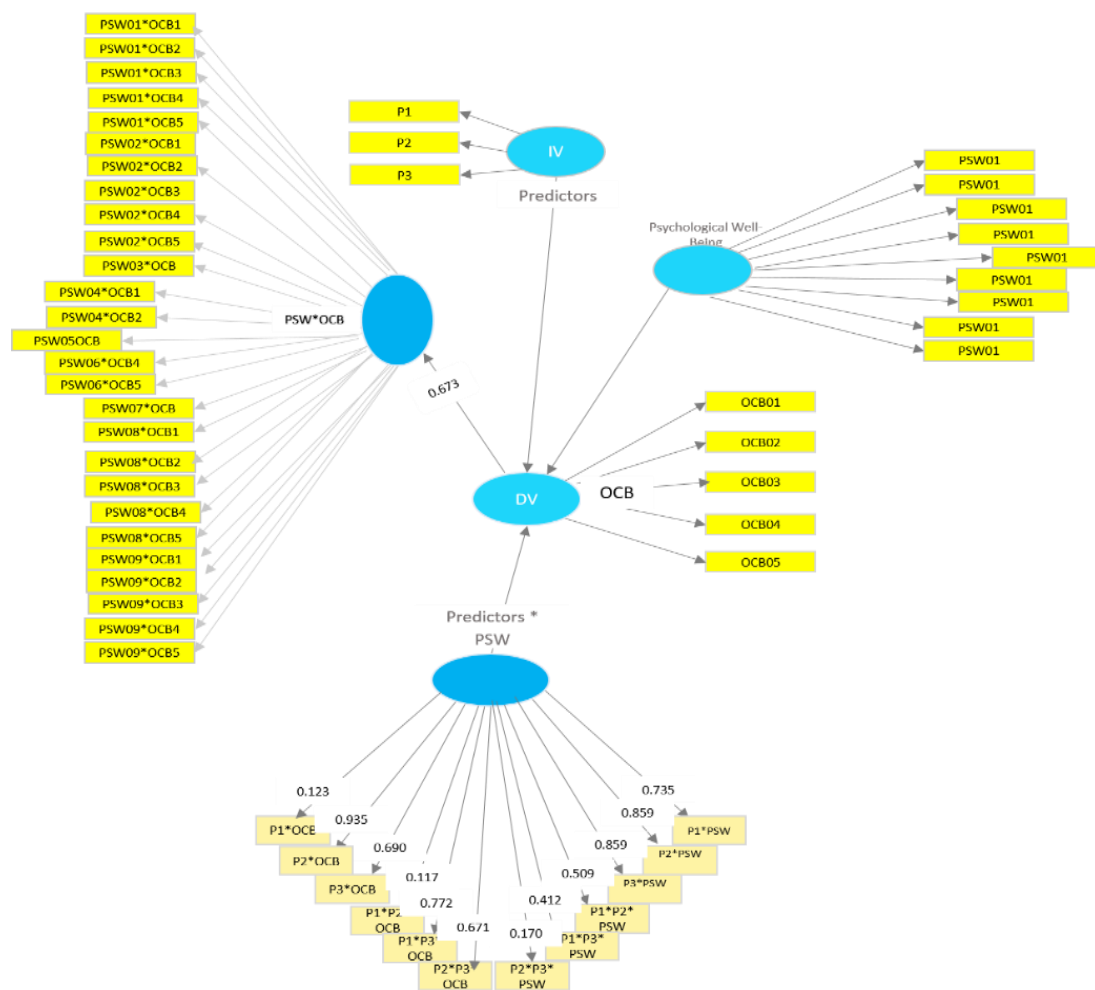


Figure 1: *Smart PLS Results showing the composite reliability of the pilot study*

Source: The Researcher (2022)

From the Figure above, the R-square values are shown for the blue ellipses for OCB (factors). This is the most common effect size measure in path models, carrying an interpretation similar to that in multiple regressions. In this case, our main concern here is OCB, the R-square value is 0.673, meaning that about 67% of the variance in DV is explained by the model (that is, Predictor and PSW).

Conclusion and Recommendations

In conclusion the study therefore seeks to empirically assess the influence of servant leadership, transactional, transformational leadership style, and the psychological wellbeing on employees' willingness to engage in OCB by using the health institution in Bauchi State the north-east part of Nigeria. This study will, therefore, bridge the literature gap by providing first-hand information regarding the relationship among the variables and OCB within a new research environment of the health sector and context (Nigeria). This study will provide a new cross-cultural perspective of the mediating role of psychological wellbeing, and leadership style-OCB. The relationship will no doubt help to enrich the human resource organizational behaviour literature. However, this study would practically provide framework for improving socially and attractive efficient and effective functioning of the Nigeria's health sector, particularly the Public health institutions in North East. The model of this study would guide stakeholders of the sector to understand yet an additional important human resource management approach for influencing employee performance that has potential to assist the organizational management to achieve the current efficient and effective health sector reform in the country.

Recommendations

The Studies have recommended and suggested that.

1. Servant leadership, transactional and transformational leadership behaviour influences employee Organizational citizenship behaviours (OCB), as job behaviours which are voluntary, not formally or directly recognized by the organizational reward system, promote the effectiveness of the organization.
2. The study also confirms that employees with high satisfaction were likely to portray positive behaviours such as OCB, since PSW and OCB have been empirically found to promote the efficient and effective functioning of organizations. Therefore, Psychological wellbeing could be a good mediator to the above-mentioned construct, this is because, numerous studies have identified that job variables mediates the relationship between human resource management variables such as motivation and other job outcomes such as OCB.

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