

Public Utilities in Nigeria: Servant Leadership and Psychological Ownership to the Rescue?

Abdu Ja'afaru Bambale*

This is a conceptual paper that proposes relationship between servant leader behaviours and psychological ownership in three Nigerian public utility organizations including Power holding Company of Nigeria (PHCN), Nigeria Telecommunications Limited (NITEL) and Kano State Water Board (KSWB). This paper is an attempt to examine if seven servant leader behaviours including leader's conceptual skills, leader's commitment toward employee empowerment, helping subordinates grow and succeed, putting subordinates first, leader's ethical behaviour, leader's show of emotional concern, and leader's concern for creating value for the community could create feelings of obligation on the employees to pay back by exhibiting psychological ownership for their organizations. A total of 291 employees of the participating organizations would be selected as target sample for this proposed study. Data collected would be analyzed to find if servant leader behaviors and the employees' psychological ownership are significantly related.

Key words: Public utility, servant leadership, psychological ownership

Area of Research: Management

1. Introduction

Utilities play crucial role in the life and activities of people and industries in both developed and developing countries. Utility services involve a broad range of activities including water, electricity, transportation and telecommunication. It could be referred as "all basic inputs into and requirements for the proper functioning of the economy and those that enhance the standard of living of the people" (Ariyo and Jerome 2004, p. 2).

Utilities impact greatly on a country's living standards, and overall economic growth. Specifically, water, electricity and telecommunications are fundamental to human sustenance, health, economic and social progress. Specifically, they affect capacities of the local industries to produce quality and affordable products that can compete favorably in the global marketplace.

It has been reported that the public utility sectors account for 7.1% to 11% of the GDP (World-Bank 1994), and the impacts of such services on human development and enhanced quality of life are just apparently enormous (Ariyo and Jerome 2004). -

*Assoc. Prof. Dr. Abdu Ja'afaru Bambale, Department of Business Administration and Entrepreneurship, Bayero University, Kano, Nigeria. Email: ajbambale.bus@buk.edu.ng

Bambale

In view of this crucial role of utilities, governments, all over the world, are charged with the responsibility of managing the public resources to ensure social welfare and generation of maximum public good through government monopoly or regulated private establishments (Ali and Raza 2011).

However, Nigerian public utility organizations have been performing abysmally largely due to employee performance related problems. The problem of poor performance among agencies of public utility sector has been a subject of considerable discussion (Jerome 1999). Despite heavy investment in capital infrastructures, and high recurrent expenditures, efficient and effective provision of electricity, telephone, water, and transport services has remained a heinous task to achieve. Nigerian public utilities have started to experience decreasing performance since the Nigeria's oil boom years of the 1970s (Ariyo and Jerome 2004).

Concepts that have been found to have positive impact on employees' wellbeing and employee performance of some organizations, which could also apply to utility organizations include servant leadership and psychological ownership (Chang Chiang and Han 2012; Greenleaf 1977; Van Dyne and Pierce 2004). Servant leadership is a leadership style where leaders place the needs of their subordinates before their own needs and centre their efforts on helping subordinates grow to reach their maximum potential and achieve optimal organizational and career success (Greenleaf, 1977). On the other hand, Psychological ownership is defined as the state in which individuals feel as though the target of ownership or a piece of that target is "theirs" (Pierce Kostova and Dirks 2003).

Generally, the psychological ownership construct has received increasing attention from scholars and practitioners as an important predictor of employee attitudes and behaviors. Specifically, psychological ownership is found to be an important ingredient for positive work outcomes including strategic behavior (Ikävalko Pihkala and Kraus 2010), responsibility (Avey Avolio Crossley and Luthans 2009), job commitment, job satisfaction and general performance (Md-Sidin Sambasivan and Muniandy 2009), as well as organizational competitiveness (Brown, 1989). This paper is about proposing a conceptual framework to test the strength of servant leadership model in influencing development of psychological ownership among subordinate employees of some key Nigerian public utility organizations. Specifically, this paper proposes a conceptual framework in which it is hypothesized that servant leadership could lead to development of ownership feeling (psychological ownership) among employees of three selected public utility organizations in Nigeria, namely Power Holding Company of Nigeria (PHCN), Nigeria Telecommunications Limited (NITEL), and Kano State Water Board.

This paper is divided into four sections: section one treats the introduction, statement of the research problem and state of public utility organizations in Nigeria. Section two reviews some relevant literature. The section discusses concepts and issues regarding to servant leadership and psychological ownership. It also presents the proposed model of the study and hypotheses of the study. Section three discusses the nature of the research and measures to be used. Finally, section four discusses the conclusion of the paper.

Bambale

1.2 Statement of Research Problem

Having been introduced to the background and practical issues related to this study, this section presents theoretical or literature gap related to this study. Previous studies indicated that psychological ownership is motivated by many organizational factors including ownership beliefs (Wagner Parker and Christiansen 2003), stock ownership (Chiu Harry Hui and Lai 2007), and the five core job characteristics - task variety, task identity, significance, autonomy and feedback (Pierce Jussila and Cummings 2009). Studies about the antecedents of psychological ownership has not been extensive, more studies need to be conducted to uncover the possible significant antecedents. Important to this study, previous studies (Mayhew Ashkanasy Bramble and Gardner 2007; Vandewalle Van Dyne and Kostova 1995) have indicated that in view of the significant effects of psychological ownership on work outcomes such organizational citizenship behaviors (OCB), future researchers should focus on finding more of its antecedents such as servant leadership. Thus, this paper is an attempt to provide an answer to the calls for exploring more antecedents of psychological ownership. This study would test to find if servant leadership could lead to development of psychological ownership for the organization.

This paper is motivated and justified by two strong reasons (i.e. primary and secondary): (1) primarily, literature reveals no prior study on the relationship between servant leadership and psychological ownership, suggesting the existence of a sound theoretical gap, (2) secondly, this study is justified because of the presence of inefficiency and ineffectiveness of the Nigerian public utility organizations. The fact that the problems were largely caused by employee attitudes such as leadership ineffectiveness and low employee morale, suggests that a more ethical leadership (i.e. servant leadership) and positive psychological state (i.e. psychological ownership) could help in turning around the ailing Nigerian public utility organizations.

1.3 Employee Attitudes and Performance in Nigerian Public Organizations

After discussing the practical and theoretical backgrounds behind this study in previous sections, this section elaborates on the current state of leadership and subordinates attitudes in the Nigerian public utilities.

In a survey of ten public corporations in Nigeria, Echu (2008) identified some striking problems that indirectly affect employee overall performance in public owned establishments including public utilities. These striking problems include massive fraud, misappropriation of resources, embezzlement and poor accountability. Other striking management related problems affecting employee performance include the nature of human resource practices in virtually all the public corporations. As a result of some of these problems, employees become highly disenchanted and, therefore, have lost trust and confidence on management of their corporations consequently leading to large scale dissatisfaction among employees. As repercussions, and reflections of the employees' dissatisfaction, it has currently become a common practice for employees of Nigeria's public organizations to spend most part of their working hours doing things that are not job related and of no value to their jobs (Echu 2008). Other commonly noticed employee performance related problems include late coming to

Bambale

work, absenteeism, indiscipline, high labour turnover and general lack of commitment, thus, indicating low performance of employees' voluntary behaviours (OCB).

The bulk of the performance problems and deficiencies of the Nigerian public sector could more appropriately be attributed to managerial inefficiencies, and inappropriate leadership approaches. Previous studies have found that the current management capabilities to imbibe the culture of commitment, sacrifice, citizenship, discipline, and general motivation among their subordinates are grossly inadequate to solve performance challenges of various Nigerian organizations especially the public utilities (Echu 2008). Specifically and summarily, there is a general consensus that the managements of Nigeria's public corporations are by and large inefficient and ineffective (Adamolekun and Ayeni 1990; Dogarawa 2011; Esu and Inyang 2009; Okeola and Salami 2012). Ability of management of public utility sector to effectively motivate and sustain positive employee performance might be the most difficult challenge and crucial responsibility to put the public utility sector in order. However, success in achieving sustained positive employee performance for effective functioning of Nigerian public utilities is increasingly becoming an eluding challenge considering the diverse workforce with multi-cultural, religious, ethnic, and sectional backgrounds (Adamolekun and Ayeni, 1990; Echu 2008).

However, the Nigerian public utilities have been performing abysmally due to employee performance related problems. The problem of poor performance among agencies of public utility sector has been a subject of considerable discussion (Jerome 1999). Despite heavy investment in capital infrastructures, and high recurrent expenditures, efficient and effective provision of electricity, telephone, water, and transport services has remained a heinous task to achieve. The Nigerian public utilities have started to experience decreasing performance since the Nigeria's oil boom years of the 1970s (Ariyo and Jerome 2004). In more recent times, the problems in the public utility sectors have unfortunately reached crisis proportions when the Nigeria's electricity power system almost collapsed by increasingly becoming erratic; water taps continuously remaining dry for most of the time; and the performance of telecommunication and postal services continuously remaining to be very unsatisfactory (Ariyo and Jerome 2004). The experienced problem of the utility sector has led to negative consequences on the Nigerian economy causing extremely high costs of operations within the real sector, and lowering quality of life and well-being of the average Nigerians (Ariyo and Jerome 2004). The Nigerian public could no longer get services expeditiously from public sector organizations (Orabuchi 2005).

As a response to the lingering ineffectiveness and inefficiency of public utilities, the Federal Government of Nigeria has earmarked most of the public owned utility companies for privatization. Recently, in the last quarter of 2013, the PHCN has officially been handed over to private owners. Although process and structural hiccups to performance can be solved by implementing structural process improvements, or business transformation, stimulating employees to perform at their highest level, as well as sustaining performance improvement still remains a fundamental issue. More specifically, privatization and heavy investment in the PHCN would not be enough for turnaround and effective performance if attitudinal and behavioural changes among managers and subordinates have failed to take place. In fact, all parties in the PHCN should exhibit competence, pro-activeness and responsible behavior

Bambale

(Peterside 2013) for the success of the just concluded privatization. Indeed, several transformation programs may fail to deliver expected results if the fundamental things such as servant leadership and development of psychological ownership for the organization among managers and employees happened to be absent. These fundamental things could trigger responsible leadership and employees' motivation to perform beyond their normal call of duty.

2. Literature Review and Hypotheses Formulation

This section presents definitions of major concepts for this study and theoretical explications related to servant leadership and psychological ownership. As well hypotheses regarding to the relationship between servant leader behaviours and psychological ownership were presented.

Servant leadership was conceptualized by several scholars. Among the latest servant leadership conceptualizations was the one of Liden *et al.* 2008 and Sendjaya, Sarros, and Santora 2008. Sendjaya *et al.* 2008 identified servant leadership with six behaviors including voluntary subordination, authentic self, covenantal relationship, responsible morality, transcendental spirituality and transforming. Their extended prior research works on servant leadership by emphasizing leader transference and moral-spiritual behaviors as fundamental pillars of servant leadership. Liden *et al.* 2008 reviewed the previous taxonomies of servant leadership and developed an instrument using nine dimensions: creating value for the community, emotional healing, conceptual skills, helping subordinates grow and succeed, putting subordinates first, empowering, behaving ethically and servant-hood.

Servant leadership is a leadership style where leaders place the needs of their subordinates before their own needs and centre their efforts on helping subordinates grow to reach their maximum potential and achieve optimal organizational and career success (Greenleaf, 1977). Specifically, because servant leaders continually strive to empower, trust, care, show accountability and ethics toward followers in the use of power (Barbuto and Wheeler 2006; Liden Wayne Zhao and Henderson 2008; Page and Wong 2000; Van Dierendonck and Nuijten 2011), employees might be influenced to experience ownership feelings for the organization. In other words, because servant leaders constantly teach followers practically their ways of doing things and set perfect examples (Tureman 2013), it could be postulated that employees may be motivated to develop psychological ownership for their organization.

Psychological ownership is the sense of ownership for a thing, place or anything material (Pierce *et al.* 2001). Psychological ownership creates positive attitudes and behaviors capable of enhancing employee performance and effectiveness (Pierce, Rubenfeld and Morgan 1991). Psychological ownership is said to be evidenced by an individual's self-efficacy, sense of belongingness, accountability and self-identity (Avey *et al.* 2009). Psychological ownership could, therefore, manifest in employees as a result of servant leadership. Servant leadership is potentially a strong organizational phenomenon to spark off the feeling of ownership for the organization among employees because of servant leader's outmost concern and commitment to employees' welfare, empowerment, subordinate involvement in decision-making and the general progress of the organization.

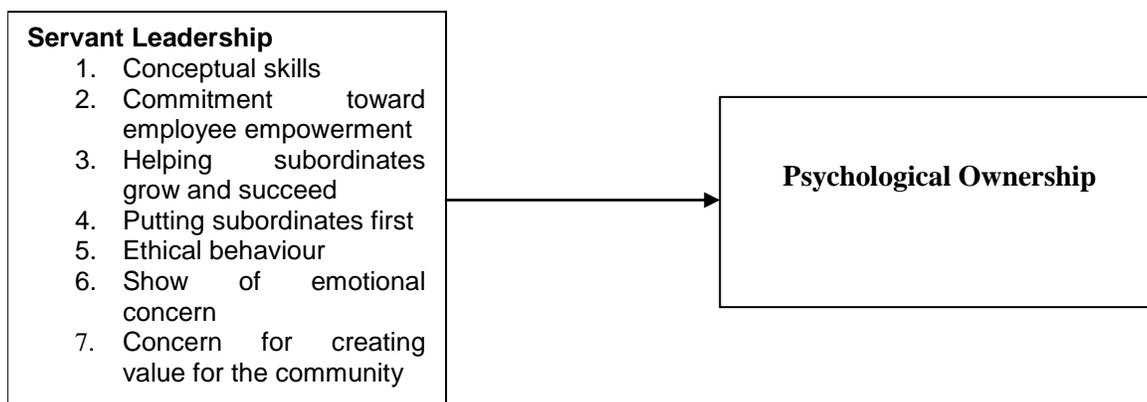
Bambale

Previous studies indicated that psychological ownership is motivated by many organizational factors including ownership beliefs (Wagner Parker and Christiansen 2003), stock ownership (Chiu Harry Hui and Lai 2007), and the five core job characteristics - task variety, task identity, significance, autonomy and feedback (Pierce Jussila and Cummings 2009). Extant literature did not indicate any study regarding to the relationship between servant leader behaviours and psychological ownership. Moreover, studies about the antecedents of psychological ownership were only a few and not extensive. This, therefore, suggests more studies need to be conducted to uncover the possible significant antecedents of psychological ownership. Important to this study, previous studies (Mayhew Ashkanasy Bramble and Gardner 2007; Vandewalle Van Dyne and Kostova 1995) have indicated that in view of the significant effects of psychological ownership on work outcomes such organizational citizenship behaviors (OCB) and task performance, future researchers should focus on finding more of its antecedents such as servant leadership.

2.1 Proposed Research Model

More theoretically, servant leader behaviours are likely to lead to development of employees' psychological ownership in organizations. Accordingly, social exchange theory (Blau 1964) states that receiving contributions or something of value from a person creates positive affect and a moral obligation to give up something of value to a person's benefactor in appreciation for the received support. This exchange is socially and psychologically sanctioned by norms of reciprocity (Gouldner 1960). Therefore, as depicted in Figure 3.1, if organizational managers in the 3 affected utility organizations targeted for the proposed study exhibit the 7 positive servant leader behaviours including conceptual skills, commitment toward employee empowerment, helping subordinates grow and succeed, putting subordinates first, ethical behaviour, show of emotional concern, and concern for creating value for the community, the employees would definitely react by exhibiting psychological ownership for the organization.

Figure 2.1: Research Model



Source: The Researcher

Bambale

2.2 Research Propositions

Against the backdrop of the literature and theoretical explications in the previous sections, this study developed the following prepositions:

1. The leaders' conceptual skills *will significantly affect the development of psychological ownership among employees of Power Holding Company of Nigeria (PHCN), Nigeria Telecommunications Limited (NITEL), and Kano State Water Board.*
2. The leaders' commitment toward employee empowerment *will significantly affect the development of psychological ownership among employees of Power Holding Company of Nigeria (PHCN), Nigeria Telecommunications Limited (NITEL), and Kano State Water Board.*
3. The leaders' helping subordinates grow and succeed *will significantly affect the development of psychological ownership among employees of Power Holding Company of Nigeria (PHCN), Nigeria Telecommunications Limited (NITEL), and Kano State Water Board.*
4. The leaders' putting subordinates first *will significantly affect the development of psychological ownership among employees of Power Holding Company of Nigeria (PHCN), Nigeria Telecommunications Limited (NITEL), and Kano State Water Board.*
5. The leaders' ethical behaviour *will significantly affect the development of psychological ownership among employees of Power Holding Company of Nigeria (PHCN), Nigeria Telecommunications Limited (NITEL), and Kano State Water Board.*
6. The leaders' show of emotional concern *will significantly affect the development of psychological ownership among employees of Power Holding Company of Nigeria (PHCN), Nigeria Telecommunications Limited (NITEL), and Kano State Water Board.*
7. The leaders' concern for creating value for the community *will significantly affect the development of psychological ownership among employees of Power Holding Company of Nigeria (PHCN), Nigeria Telecommunications Limited (NITEL), and Kano State Water Board.*

Having established the possible logical connection between servant leader behaviours and development of psychological ownership among employees, next section discusses some of the methodological techniques to be used in executing the proposed study.

3. Method

3.1 Sample

The proposed study would be cross-sectional and questionnaire would be used for data collection. Sample would be drawn from the three chosen Nigerian public utility organizations

Bambale

including Power Holding Company of Nigeria (PHCN), Nigeria Telecommunications Limited (NITEL), and Kano State Water Board that operate Kano State, Nigeria. *A total of 291 lower and middle level employees of the participating organizations would be selected for this proposed study. Using regression analysis, data collected would be analyzed to determine the relationship between the servant leader behaviors and the employees' psychological ownership.*

3.2 Servant Leadership

To measure servant leadership, 28 items adopted from Liden et al.'s (2008) measurement scale would be used. The scale's internal reliability was reported to be .89 (Liden *et al.* 2008). A seven-point Likert scale ranging from '1' "strongly disagree" to '7' "strongly agree" was employed to measure all items. According to Liden and his colleagues, there are seven servant leadership dimensions including behaving ethically, putting subordinates first, helping subordinates grow and succeed, empowering, conceptual skill, and creating value for the community. Examples of servant leadership scale items include: "My manager holds high ethical standards, my manager seems to care more about my success than his/her own, my manager gives me the responsibility to make important decisions about my job, my manager emphasizes the importance of giving back to the community, "I would seek help from my manager if I had a personal problem, and my manager cares about my personal well-being".

3.3 Psychological Ownership

To measure psychological ownership for the organization, seven items adopted from Van Dyne and Pierce's (2004) would be used. It has been reported in the literature that the Van Dyne and Pierce's (2004) scale internal consistency was .83 (Chi and Han 2008). A seven-point Likert scale ranging from '1' "strongly disagree" to '7' "strongly agree" would be employed to measure all the items. Example of psychological ownership scale items include: "I feel a very high degree of personal ownership for this organization", "Most of the people that work for this organization feel as though they own the company," and "This is our company".

4. Conclusion

Consistent with literature review, psychological ownership for the organization, has been shown to positively relate to a number of work outcomes such as employee commitment, organizational citizenship behaviors, and task performance (Van Dyne & Pierce, 2004; Wagner et al., 2003). Psychological ownership has also been shown to negatively relate to undesirable individual behaviors such as workplace deviance (Avey et al., 2009). This paper represents an attempt to propose a new framework in which servant leadership model could spark off psychological ownership feelings among employees in public utility organizations. Servant leaders are leaders who serve their organizations with a focus on the followers. To servant leaders, followers are their first and primary concern, while the organizational concerns occupy secondary status. They develop subordinates, help them to achieve and flourish. Moreover, servant leaders desire followers they serve to become healthier, freer, wiser, and increasingly autonomous. Essentially, this paper proposes that servant leadership

Bambale

when practiced by managers could encourage subordinate employees to learn to feel that the organization they work for is “as if is their own”, which may further lead to some positive work outcomes. The proposed study has been motivated by the practical need for both leadership effectiveness and employee performance improvement in the three Nigerian public utility organizations (i.e. PHCN, NITEL, and KSWB). In addition to proposing managerial and employee solutions to the identified organizational problems, this paper would provide a major theoretical contribution to the literature. No literature has been found relating to the current proposed model. One major limitation of this study is that it is lacking empirical data, thus has no any inferential power. This work only represents an attempt to stress the need for researchers to focus attention and resources to investigate and find if positive relationships exist between the proposed servant leader behaviours and psychological ownership among employees.

References

- Adamolekun L, and Ayeni V, editors. 1990, Sub-Saharan African in Subramaniam, V. (Ed), *Public Administration in the Third World*. Connecticut: Greenwood Press Inc.
- Ali I, Ali JF, and Raza DSH. 2011, 'Determinants of Public Sector Employee's Performance in Pakistan'. *Far East Journal of Psychology and Business* Vol.5, No.3, pp.23-29.
- Ariyo A, and Jerome A. 2004, 'Utility privatization and the poor: Nigeria in focus'. *Global Issue Papers* Vol.12, No., pp
- Avey JB, Avolio BJ, Crossley CD, and Luthans F. 2009, 'Psychological ownership: Theoretical extensions, measurement and relation to work outcomes'. *Journal of Organizational Behavior* Vol.30, No.2, pp.173-191.
- Barbuto JE, and Wheeler DW. 2006, 'Scale development and construct clarification of servant leadership'. *Group & Organization Management* Vol.31, No.3, pp.300-326.
- Beaglehole E. 1932, Property: 'A study in social psychology'. New York: Macmillan.
- Belk R. 1988, 'Possessions and Self': Wiley Online Library.
- Blau P. 1964, 'Exchange and power in social life'. New York: Wiley & Sons.
- Chang A, Chiang H-H, and Han T-S. 2012, 'A multilevel investigation of relationships among brand-centered HRM, brand psychological ownership, brand citizenship behaviors, and customer satisfaction'. *European Journal of Marketing* Vol.46, No.5, pp.626-662.
- Chi NW, and Han TS. 2008, 'Exploring the linkages between formal ownership and psychological ownership for the organization: The mediating role of organizational justice'. *Journal of Occupational and Organizational Psychology* Vol.81, No.4, pp.691-711.
- Chiu WC, Harry Hui C, and Lai GW. 2007, 'Psychological ownership and organizational optimism amid China's corporate transformation: effects of an employee ownership scheme and a management-dominated board'. *The International Journal of Human Resource Management* Vol.18, No.2, pp.303-320.
- Covey SR. 2006, 'Servant leadership: Use your voice to serve others'. *Leadership Excellence* Vol.23, No.12, pp.5-6.
- Das G. 1993, 'Local memoirs of a global manager'. *Harvard Business Review* Vol.71, No., pp.38-47.

Bambale

- Dirks KT, Cummings LL, and Pierce JL. 1996, 'Psychological ownership in organizations: Conditions under which individuals promote and resist change'. In R. W. Woodman & W. A. Pasmore (Eds.), *Research in organizational change and development* (Vol. 9 pp. 1–23). Greenwich, CT: JAI Press.
- Dittmar H. 1992, 'The social psychology of material possessions: To have is to be'. New York: St. Martin's Press.
- Dogarawa LB. 2011, 'A new model for performance measurement in the Nigerian public service'. *International Journal of Business and Management* Vol.6, No.12, pp.212-221.
- Echu ES. 2008, 'Motivation in public sector: The Nigerian experience'. Retrieved December 13, 2011, from www.dspace.unijos.edu.ng/bitstream/1048.
- Ehrhart MG. 2004, 'Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior'. *Personnel Psychology* Vol.57, No.7, pp.61-94.
- Esu BB, and Inyang BJ. 2009, 'A case for performance management in the public sector in Nigeria'. *International Journal of Business and Management* Vol.4, No.4, pp.98-105.
- Etzioni A. 1991, 'The socio-economics of property'. *Journal of Social Behavior and Personality* Vol.6, No.6, pp.465-468.
- Farling ML, Stone AG, and Winston BE. 1999, 'Servant leadership: Setting the stage for empirical research'. *Journal of Leadership & Organizational Studies* Vol.6, No.1-2, pp.49-72.
- Furby L. 1978, 'Possession in humans: An exploratory study of its meaning and motivation'. *Social Behavior and Personality: an international journal* Vol.6, No.1, pp.49-65.
- Gouldner AW. 1960, 'The norm of reciprocity: A preliminary statement'. *American Sociological Review* Vol, No., pp.161-178.
- Graham JW. 1991, 'Servant-leadership in organizations: Inspirational and moral'. *The Leadership Quarterly* Vol.2, No.2, pp.105-119.
- Greenleaf RK. 1972, 'The institution as servant'. Indianapolis, IN: Greenleaf Center for Servant Leadership.
- Greenleaf RK. 1977, 'Servant leadership: A journey into legitimate power and greatness'. New York: Paulist Press.
- Ikävalko M, Pihkala T, and Kraus S. 2010, 'The Role of Owner-Managers' Psychological Ownership in SME Strategic Behaviour'. *Journal of Small Business & Entrepreneurship* Vol.23, No.3, pp.461-479.
- Isaacs S. 1933, 'Social development in young children London': Routledge & Kegan Paul.
- James W. 1890, 'The principles of psychology'. New York: Henry Holt
- Jerome A. 1999, Infrastructure in Africa: The Record. In Ariani, D. (2010). 'Social capital moderating roles towards relationship of motives, personality and organizational citizenship behavior: Cases in Indonesian banking industry'. *South East Asian Journal of Management* Vol.4, No., pp.161-183.
- Kostova T. 1998, 'Quality of inter-unit relationships in MNEs as a source of competitive advantage'. In M. Hitt, J. Ricart & R. Nixon (Eds.), *New managerial mindsets: Organizational transformation and strategy implementation*. Chichester, UK: Wiley. p 299-324.
- Laub J. 2004, 'Defining servant leadership: A recommended typology for servant leadership'. 2004 Servant Leadership Roundtable. Virginia Beach, VA.

Bambale

- Liden RC, Wayne SJ, Zhao H, and Henderson D. 2008, 'Servant leadership: Development of a multidimensional measure and multi-level assessment'. *The Leadership Quarterly* Vol.19, No., pp.161-177.
- Lord RG, and Brown DJ. 2001, 'Leadership, values, and subordinate self-concepts'. *The Leadership Quarterly* Vol.12, No.2, pp.133-152.
- Mayhew MG, Ashkanasy NM, Bramble T, and Gardner J. 2007, 'A study of the antecedents and consequences of psychological ownership in organizational settings'. *The Journal of social psychology* Vol.147, No.5, pp.477-500.
- Md-Sidin S, Sambasivan M, and Muniandy N. 2009, 'Impact of psychological ownership on the performance of business school lecturers'. *Journal of Education for Business* Vol.85, No.1, pp.50-56.
- Okeola OG, and Salami AW. 2012, 'A pragmatic approach to the Nigeria's engineering infrastructure dilemma. Epistemics in science, engineering and technology'. Retrieved 20 January, 2013, from <http://www.epistemicsgaia.webs.com>.
- Orabuchi A. 2005, 'Poor healthcare system: Nigeria's moral indifference'. Retrieved April 12, 2012 from http://www.kwenu.com/publications/orabuchi/poor_healthcare.htm
- Page D, and Wong TP. 2000, 'A conceptual framework for measuring servant-leadership'. *The human factor in shaping the course of history and development Lanham, MD: University Press of America* Vol, No., pp
- Parker SK, Wall TD, and Jackson PR. 1997, 'That's not my job: Developing flexible employee work orientations'. *Academy of management Journal* Vol.40, No.4, pp.899-929.
- Peters T, and Austin N. 1985, 'A passion for excellence'. New York: Random House.
- Peterside A. 2013, 'After privatisation of PHCN what next ?' Vanguard: Vanguard Media Limited, Nigeria.
- Pierce JL, Jussila I, and Cummings A. 2009, 'Psychological ownership within the job design context: Revision of the job characteristics model'. *Journal of Organizational Behavior* Vol.30, No.4, pp.477-496.
- Pierce JL, Kostova T, and Dirks KT. 2001, 'Toward a theory of psychological ownership in organizations'. *Academy of management Review* Vol.26, No.2, pp.298-310.
- Pierce JL, Kostova T, and Dirks KT. 2003, 'The state of psychological ownership: Integrating and extending a century of research'. *Review of general psychology* Vol.7, No.1, pp.84.
- Pierce JL, and Rodgers L. 2004, 'The psychology of ownership and worker-owner productivity'. *Group & Organization Management* Vol.29, No.5, pp.588-613.
- Pierce JL, Rubenfeld SA, and Morgan S. 1991, 'Employee ownership: A conceptual model of process and effects'. *Academy of management Review* Vol.16, No.1, pp.121-144.
- Pollard CW. 1996, *The soul of the firm*. Grand Rapids, MI: Harper Business & Zondervan Publishing House.
- Pratt MG, and Dutton JE. 2000, 'Owning up or opting out: The role of emotions and identities in issue ownership'. In N. M. Ashkanasy & C. E. Haertel (Eds.), *Emotions in the workplace: Research, theory, and practice*. Westport, CT: US Quorum Books. p 104–129.
- Russell RF, and Stone AG. 2002, 'A review of servant leadership attributes: Developing a practical model'. *Leadership & Organization Development Journal* Vol.23, No.3, pp.145-157.

Bambale

- Sendjaya S, and Sarros JC. 2002, 'Servant leadership: Its origin, development, and application in organizations'. *Journal of Leadership & Organizational Studies* Vol.9, No.2, pp.57-64.
- Smith BN, Montagno RV, and Kuzmenko TN. 2004, 'Transformational and servant leadership: Content and contextual comparisons'. *Journal of Leadership & Organizational Studies* Vol.10, No.4, pp.80-91.
- Sosik JJ. 2005, 'The role of personal values in the charismatic leadership of corporate managers: A model and preliminary field study'. *The Leadership Quarterly* Vol.16, No., pp.221-244.
- Tureman D. 2013, 'The effectiveness of servant leadership in bringing about change'. Unpublished Senior Thesis, Liberty University.
- Van Dierendonck D, and Nuijten I. 2011, 'The servant leadership survey: Development and validation of a multidimensional measure'. *Journal of Business and Psychology* Vol.26, No., pp.249-267.
- Van Dyne L, and Pierce JL. 2004, 'Psychological ownership and feelings of possession: Three field studies predicting employee attitudes and organizational citizenship behavior'. *Journal of Organizational Behavior* Vol.25, No., pp.439-459.
- Vandewalle D, Van Dyne L, and Kostova T. 1995, 'Psychological ownership: An empirical examination of its consequences'. *Group & Organization Management* Vol.20, No., pp.210-226.
- Wagner SH, Parker CP, and Christiansen ND. 2003, 'Employees that think and act like owners: Effects of ownership beliefs and behaviors on organizational effectiveness'. *Personnel Psychology* Vol.56, No., pp.847-871.
- World-Bank. 1994, 'Infrastructure for development, world development report 1994'. New York: Oxford University Press.