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ADVANTAGE OF THE PUBLIC HEALTH SECTOR IN KENYA

A REVIEW

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ABSTRACT

*The main purpose of this paper was to examine the relationship between organizational citizenship behavior, psychological empowerment and competitive advantage of the public health sector in Kenya. The research aimed to appraise the existing literatures and eventually set future research agenda on this theme. Past studies revealed that there are relationships between OCB and competitive advantage but with limited studies in the Public health sector. Literature revealed limited studies assessing the moderation of psychological empowerment on the effect of OCB on competitive advantage. Furthermore, the extant literature also encapsulates the relationships between psychological empowerment and organizational citizenship behavior and competitive advantage hinging on social exchange theories. However, results from the existing literatures are shown to be inconsistent and limited in the public health sector. This coupled with poor service delivery and overall performance of the public health facilities owing to poor organizational citizenship behavior compromises on sustaining their competitive advantage set the agenda. This study concentrated in the public health sector in the Kenyan context, what is the relationship between OCB, psychological empowerment and competitive advantage? What elements are essential in increasing competitive advantage in the perception of psychological empowerment for OCB? The paper concluded with suggestions for management of public health facilities to focus on enhancing psychological empowerment and OCB for competitive advantage of the public health sector.*

**Keywords:** Psychological Empowerment, Organizational Citizenship Behaviour, Competitive advantage, Public health facilities

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## INTRODUCTION

Globally the desire for voluntary cooperation of individuals to perform their duties beyond their responsibilities in favor of organization remains indispensable. This calls for the strategic and endless use of human capacity to increase the quantity and quality of products and services in a world of competition and change (Ahmadi, 2013). However organizational citizenship behavior (OCB) is unenforceable by the organization despite the need for its strategic use in sustaining competitive advantage. Besides some scholars also argue that OCB may cause inefficiencies within an organization (Banki, 2010). These inefficiencies may compromise sustenance of competitive advantage in the public service. Besides public employees may have a relatively strong motivation to serve in the public sector, but they may be disappointed to perform well for the public organization especially if they fail to witness the connection between their efforts and the organizational outcomes (Scott & Pandey, 2005). In this regard for public servants to carry out their responsibilities effectively for competitive advantage, a strong public service motivation for psychological empowerment and OCB remains the cornerstone for instilling a strong commitment to public service.

Public sector employees carry the burden of meeting organizational goals directed towards the public interest by improving their efficiency and productivity for competitive advantage (Dimitrios, 2016). This calls for going beyond their formal job and position requirements which is an incarnation of (OCB). According to Organ (1988), OCB is exhibited by employees who are highly committed to an organization and who are the exhibitors of the "good soldier syndrome." The 'good soldier syndrome', includes prosocial behaviours which wards off counterproductive behaviour hence organizational competitive advantage. According to Organ, (1988) (OCB) is defined as "individual behavior that is discretionary, not directly or explicitly recognized by

the formal reward system, and that in the aggregate promotes the effective functioning of the organization. The need for competitive advantage for firms has engendered the requisite for commitment to coherent organizational functioning as actuated by OCB. This is underpinned by Zeb and Asia (2016) who proffers that OCB among employees makes the organization stable by reducing turnover rate and attracting new employees contributing to competitive edge in the market and hence, promoting the image of the organization. In fine OCB remains a catalyst for employee commitment which enhances the organizations to gain an edge over their competitors.

Public sector research on OCB is still far behind the private sector, but scholars have observed high levels of OCB in public organizations (Christensen & Whiting, 2009; Kim, 2006). There are reasons to believe that OCB has special salience in public organizations due to the relevance of generalized citizenship in government–citizen relationships and the goals of public administration reforms to achieve greater organizational responsiveness to citizens. Public sector research on OCB is still far behind the private sector, but scholars have observed high levels of OCB in public organizations (Christensen & Whiting, 2009; Kim, 2006). There are reasons to believe that OCB has special salience in public organizations due to the relevance of generalized citizenship in government–citizen relationships and the goals of public administration reforms to achieve greater organizational responsiveness to citizens. According to Bhatti, et al., (2019) OCB does not mean working long hours and taking on extra assignments with no thought of reward. Rather, it means that, through this type of behavior, employees provide the organization with many creative solutions to problems and provide suggestions to facilitate the implementation of strategies thus competitive advantage. This argumentation is grounded on the social exchange theory and resource based view. Social exchange theory explains that employees who

feel supported by their organization feel the need to “pay it back” to the organization, and therefore want to identify with it (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). This is courtesy of the bidirectional transaction where courtesy of the antecedents of OCB the employees give in return innovative extra role behaviour to help an organization achieve competitive advantage. Therefore OCB at the behest of the social exchange theory and resource based view is critical in gaining competitive advantage as catalyzed by psychological empowerment. According to Ranjhan and Mallick (2018) a positive relation between OCB and competitive advantage significantly moderated by HR practices which have a buffering effect on the relationship between OCB and competitive advantage. However The HR practices must engender psychological empowerment to moderate the relationship between OCB and competitive advantage. Psychological empowerment encourages workers to think for themselves about the requirements of their job, develop meaning for the tasks they are assigned and to enhance their competency levels (Laschinger, Finegan, Shamian, & Wilk, 2004).

The eternal battle of competition in both the private and public sector is driven by increasing customer satisfaction to the disadvantage of the competitors. Public and private institutions operate in competitive environments. A particularly important element is the existence of a dynamic and challenging national environment which stimulates competitive advantage in the public sector which not only helps improve public services but also helps eliminate inefficiencies and waste. Some medical practitioners have exited the private hospitals for the better terms in the public hospitals (Callen, Robert & Stella Moraa, 2016). Munene (1995) study findings confirmed that doctors and allied health professionals frequently avoid ward rounds, spend only half the time in hospitals and report late or leave early, while nurses in the more

controlled non-government sector get round the controls by applying for compassionate leave an index of low OCB. Civil Service employees in Kenya who include the ministry of health staff perform below expectations thus service delivery is compromised (K’osuri, Kalei & Onyango, 2018). In this regard there is need for public hospitals to apply appropriate organizational citizenship behaviour enhancing and psychologically empowerment strategies to neuter the stressful environment for purposes of withstanding competition from private hospitals.

High level of elasticity in the human role occasioned by OCB makes it vital for business to engender psychological empowerment to realize competitive advantage. However the extent to which OCB can influence the working relations in a group and/or contribute to organizational performance and competitive advantage is still not clear. The empirical study of public management is based on perceptions of employees and not on their actual behaviors. For instance Banki (2010) suggests that, in the presence of self-serving motivators, OCB has a detrimental effect on group cohesion and thus the performance of a group adversely affecting the achievement of competitive advantage. According to Simon and Filadelfo (2015) OCB decreases organizational effectiveness hence compromising the realization of competitive advantage. Besides, without OCB, the organization will continue to run because employees continue to work on their main tasks, but everything that runs in the organization will be rigid and within fixed procedure (Sidin & Arifah, 2019). While Ranjhan and Mallick (2018) ; Zeb and Asia (2016) a positive relation between OCB and competitive advantage. This findings portends conflicting perception on the possible outcomes of OCB with regard to competitive advantage providing need for future research on this subject. Most of the studies carried out on OCB have focused on relationship between OCB and individual performance Podsakoff & MacKenzie, (1994); Bommer, Dierdorff, & Rubin, (2007), Nahum-Shani &

Somech, (2011) or with group performance (i.e. Karambayya, (1990); Podsakoff et al., (1997) in the context of developed countries with different cultural settings with very limited focus on the role of OCB on competitive advantage as moderated by psychological empowerment. Besides the research on OCB remains behind in the public sector (Christensen & Whiting, 2009). This study takes it a step further by reviewing impact of organizational citizenship behavior in the public sector and competitive advantage as the outcome with psychological empowerment as the moderator to fill the gap in literature.

### **Statement of the Problem**

There is growing recognition that HRH in the public sector are shrinking dramatically, thereby affecting the delivery of services (AMREF., 2012). This is occasioned by high levels of attrition, unfavorable terms and conditions of service, lack of incentives in hard to reach areas, disharmonized remuneration, low levels of employee satisfaction, and stagnation due to unfavorable career guidelines which is at the center of low organization citizenship behaviour. This situation has been further evidenced by constant health staff unrest which has been witnessed since the advent of county governance thus affecting service delivery and overall performance (K'osuri, Kalei, & Onyango, 2018). Poor service delivery and overall performance of the public health facilities owing to poor organizational citizenship behaviour compromises on sustaining their competitive advantage. Thus the deciding factor whether the patients will have a perception of service quality for competitive advantage will be whether staffs are willing to go beyond their duty to provide excellent service to customers (Kaihatu & Djati, 2016).

According to K'osuri, Kalei and Onyango (2018) Public Health facilities just like other organizations can only attain high employee performance which is associated with OCB by improving the psychosocial aspects of work environment which include

psychological and social characteristics of work tasks and more general organizational environment where work is carried out. This can be augmented by enhancing the strong pillars of performance management, compensation and sensitivity to basic human requirements which are antecedents of OCB that enhance provision of quality health care services hence competitive advantage. Empirical studies provide robust evidence of an important role played by OCB in public organizations in attaining competitive advantage, Zeb and Asia (2016) who proffers that OCB among employees makes the organization stable by reducing turnover rate and attracting new employees contributing to competitive edge.

OCB's contribution to quality services (QS) and competitive advantage in the health sector has a limited concept and empirical support (Bell & Menguc, 2002; Bettencourt & Brown, 1997). However the sector requires a lot of consideration due to the deficiencies that the sector have and challenges to overcome as a result of competition between public and private sectors. But different organizational cultures across international boundaries have led to different conclusions concerning the relationship between OCB and competitive advantage (Simon & Filadelfo, 2015). Despite these limitations, the study of public employees' attitudes and perceptions in GMA is still important when testing theories originated in developed countries (Organ et al., 2006; Hofstede, 1980). Future research should examine the theoretical model in different settings, in order to test whether the results from different metropolitan areas or countries yield similar results. The different organizational cultures across international boundaries may lead to different conclusions concerning the behaviors of employees and thus the managerial techniques best fitted to improving organizational performance (Simon & Filadelfo, 2015). In this regard the current study was designed to establish the empirical foundations of public sector

OCB and competitiveness as moderated by psychological empowerment with conceptual sharpness and clarity to fill the gap.

## LITERATURE REVIEW

### Organizational Citizenship Behaviour

Organizational citizenship behaviours are the voluntarily behaviors of individuals which are not recognized in basic formal job responsibilities, however contribute to the effective functioning of the organization (Bolino & Turnley, 2005). The concept of OCB regards employee behaviors that are not part of an individual job description, are not included in an employee contract, and are beneficial to organizational performance (Appelbaum, et al., 2004; Smith, Organ & Near, 1983). OCBs are discretionary behaviors of members of an organization which transcend the prescribed job responsibilities, with an aim of assisting co-workers and/or taking care of the organization in total. However it should be noted that OCB don't just happen but grounded by social exchange. OCB is exchanged through a process of reciprocity. This implies that the public hospitals should embed their operations with cultures which fit the demand of both the organization and employees besides being intrinsically motivation oriented to engender such discretionary behaviours. The nature of behavior, though difficult to pin down, is essentially not a requirement of the job description and cannot be specified in the employees' employment contract. According to Vigoda, (2000) "citizenship behavior is vital for any public system and administrative bureaucracy in quest of effectiveness, efficiency, fairness, social justice and overall healthy growth and development".

According to Organ, (1988) OCB has five dimensions consisting of altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. OCB varies from giving advice and emotional support, to helping other coworkers performing tasks. Subsequent scholarship has developed variations to the five-dimension

approach Williams & Anderson, (1991) organizational and individual-oriented OCB types, Graham (1991) believes that there are three types of OCB: Organizational compliance, Organizational loyalty and Institutional partnerships, Podsakoff and Bachrach, (2000) posits that OCB can be categorized into seven types, help oriented behaviors, sportsmanship, individual growth, organizational commitment, individual innovativeness, civic virtue and self-satisfaction. Bolino and et al (2002) introduced six components for OCB: Loyalty, Dutifulness, Participation (social, supportive, and civic), Attention and courtesy, Sacrifice, Sportsmanship (Bolino and et al., 2002). But Organ's dimensions continue to be at the core of measurement approaches in both the public and private sector. However to carry out their responsibilities effectively and affectively, public service employees need a strong public service motivation and OCB as the cornerstone to achieve a desired organizational goal and instill a strong commitment to public service.

Public sector research on OCB is still far behind the private sector, but scholars have observed high levels of OCB in public organizations (Christensen & Whiting, 2009). According to Glińska-Neweś and Szostek, (2018) In general, employees of the public sector organizations perform people-oriented OCB more frequently than employees of the private sector whose OCBs support an organization. However Sharma, Naval and Umesh, (2011) Glińska-Neweś and Szostek, (2018) employees in public sector organization have greater degree of OCB in comparison to private sector organizations and also the job satisfaction increases or decreases based on increase or decrease in OCB. This is underscored by the fact that employees with the agreeable behaviours have higher degree of organizational citizenship behavior in the public organizations. The assumption that agreeableness is a good indicator of organizational citizenship behavior is further strengthened by Elanain (2007) who clearly observed

a significant positive correlation between agreeableness and organizational citizenship behavior. Besides the less favorable work conditions in the public sector reinforces employee cohesion to help each other than in the private sector in which employees tend to be more loyal to the organization than the private sector. However counterproductive behaviour are more frequent in the public sector than the private sector because of less competition in the public sector domain. Despite this it should be noted that OCB remains fundamental for positive organizational out comes since organizations which only rely on formal assignments of organizational roles remain unstable systems. In addition both public and private sector should strategically enhance a synergistic blend of both people and organizational oriented OCBs.

### **Psychological Empowerment**

Psychological empowerment is defined as intrinsic task motivation reflecting a sense of self-control in relation to one's work and an active involvement with one's work role (Zhang & Bartol, 2010). According to Conger and Kanungo, (1988) There are four empowerment dimensions, which reflect four distinct cognitions relating to an employee's orientation to his or her work. The first one is meaningfulness which concerns the value of a work goal or purpose, judged in relation to an employee's own ideals and standards. The second one is competence which is an employee's belief in his or her capability to perform task activities skillfully when he or she tries. The third involves causal responsibility for a person's actions which is the employee's perception on the autonomy in the initiation and continuation of work behaviors and processes. Impact is the fourth empowerment cognition which reflects the degree to which an employee can influence strategic, administrative, or operating outcomes at work.

Psychological empowerment of employees in service sector is significantly different between public and private organizations (Gautam & Bhandari, 2017).

Psychological empowerment strategically orientates employees to their work roles for purposes of achieving competitive advantage. This orientation is achieved by the perception of the employees on the extent that work environment allows them to use their own initiative and judgement to perform their jobs which differs between the public and private sector. The underlying assumption of the National Performance Review (NPR) was that the performance deficit in Government was attributed not to lazy or incompetent public servants but to elaborate or rigid system of rules and regulations which stifles creativity and innovation (Fernandez & Moldogaziev, 2011). Psychological empowerment engenders employee's self-competence as such it remains penultimate for the public sector management to embrace for competitive advantage. Thus in the public sector domain it is incumbent to embrace management practices aimed at shairing rewards, information and power with employees to improve results. Bowen and Lawler cited in Fernandez and Moldogaziev (2011) avers that many empowering programs fail because they focus on power at the expense of rewards, knowledge and information.

Perceived high-performance managerial practices, socio-political support, leadership, and work characteristics are each strongly related to psychological empowerment (Seibert, Wang & Courtright, 2011). Organizations which psychologically empower their employees are more likely to have employees who were rated, by either their leader or colleagues, as being highly creative and good organizational citizens (Allan, Sara & Amy, 2018). There are positive effects of psychological empowerment on performance, organizational citizenship behavior, and creativity at both the individual and team levels (Lee, Willis & Tian, 2018). Psychological empowerment is in turn positively associated with a broad range of employee outcomes, including job satisfaction, organizational commitment, and task and contextual performance, and is negatively

associated with employee strain and turnover intentions (Seibert, Wang & Courtright, 2011). When employees feel psychologically empowered they are motivated to take on additional challenges and responsibility at work. The concept of reciprocity based on the social exchange theory provides a clear explanation why psychological empowerment should result in increased identification, attachment, and loyalty to the organization. In addition psychological empowerment has positive and significant impact on the competitive advantages (Gautam & Bhandari, 2017). This could be a multiplier effect of the association of psychological empowerment with job satisfaction, organizational commitment, and task and contextual performance. In fine this argumentation substantiates the essence of creating an empowering work environment in order to improve employees' work outcomes to create and sustain competitive advantage in the public sector. Empowering employees positively affected the three dimensions of competitive advantage including responsiveness, innovation and efficiency of the organizations in the service sector (Kahreh, Ahmadi, & Hashemi, 2011).

There is growing skepticism among practitioners and academics that empowerment practices result in more satisfied and committed, but not necessarily better performing employees (Dewettinck, Singh & Buyens, 2003). There is a burdening process in which specific empowering behaviors increase followers' job induced tension, which in turn diminishes the positive influence of empowering leadership on followers' work role performance (Cheong, Spain, Yammarino, & Yun, 2016). While Allan, Sara and Amy, (2018) posited that when employees feel empowered at work, it is associated with stronger job performance, job satisfaction, and commitment to the organization and organizational citizenship behavior. Accordingly, from an academic point of view, efforts to better understand the relationship between empowerment and employee and organizational effectiveness have

resulted in mixed and inconsistent findings. The psychological perspective remains quintessential for the purposes of this study because it enables the researcher to systematically review the empirical evidence on the moderating role of empowerment in the workplace.

### **Competitive Advantage of the Public Health Sector in Kenya**

Kenya is widely regarded as the business hub in East Africa and eager to adopt innovations while functioning as a healthcare testbed for the region (Kenyan Healthcare Sector., 2016). The report adds that the GOK does not have large budgets for the development, expansion or renewal of public hospitals. The public health services providers have recorded overcrowded patients (Wavomba & Sikolia, 2015). This challenges experienced by the government health facilities compromises on quality of care and efficiency in service delivery thus opening the sesame for the expansion of private health facilities and lack of competitiveness for the public health sector. The competitiveness of these sectors remains quintessential because huge portion of the Kenyan population depend on healthcare services in the public hospitals (Kenya Health Sector Integrity Study Report, 2011). The devolution of the health system was strategic and envisioned to improve efficiency, effectiveness, stimulate innovation, improve access to and equity of services, and promote accountability and transparency in service delivery ( MoH, 2014).

In spite of the adoption of devolution as a strategy, poor infrastructure development and the changing disease profiles have been inconsistently matched with human resource development with respect to specialists required to utilize the new infrastructure thus compromising on competitiveness of the public health sector in Kenya (Ngari & Bor, 2012). This underscores the fact that strategies must be competitive in order to beget competitiveness. Thus the public health sector must attest to the need for competitive strategies in their human resource



development in the public health sector domain for its competitiveness. Mangala (2015) opined that the concept of strategy is anchored on a number of related aspects such as, organizational competitive advantage, unique capabilities, strategic intent, resource-based strategy, strategic capability and management, strategic goals and strategic plans. Based on human resources theory is the strategies, tactics and objectives used by public health sector to administer policies and procedures related to employees should be able to produce the required output as a cornerstone of its competitiveness. This is explained by the fact that the human resource management strategies adopted by an organization guarantees a social exchange in which employees who feel supported by their organization feel the need to “pay it back” to the organization, and therefore want to identify with it for its competitiveness (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001).

#### **Organizational citizenship behavior, psychological empowerment and competitive advantage of the public health sector in Kenya**

OCB among public employees is an important management practice that should be encouraged in order to respond to public demands for public services. This is justified by the fact that organizational citizenship behavior expresses employee loyalty and identification with organizational goals (Chahal & Mehta, 2010). It can therefore be presumed that to survive in the challenging and competitive environment of the contemporary age organizational citizenship behavior remains instrumental. If employees are more psychologically empowered it will lead to more OCB, hence steps should be taken to make them more empowered (Anshul & Samta, 2013). Psychological empowerment translates into increased productivity and efficiency, increasing their ability to adapt to change and be more responsive to transforming workplace issues (Lin & Tseng, 2013). Empowered

employees can change the organization to a learning one in such a way that it increase its capabilities continuously and achieve its desired results. Previous studies examined that organizational justice and psychological empowerment, positively and indirectly influence organizational citizenship behavior (Rizwana, 2017). In previous studies the mediating role of psychological empowerment has also been examined between expected contributions, individual characteristics, moral competence, transformational leadership and performance, commitment, OCB towards leaders and organizational commitment (Rizwana, 2017; Seibert, Wang, & Courtright., 2011). However, sound theoretical arguments for this relationship are rare. Liden et al. (2000) argued that empowerment may contribute to a sense of commitment to the organization and competitiveness through a process of reciprocation.

Rizwana, (2017), Ghanavati, Albonaiemi and Andervaj, (2016), Anshul and Samta (2013) (Goksoy, 2017) found positive and significant relationship between Psychological Empowerment on Organizational Citizenship Behaviour. Thus there is a direct relationship between psychological empowerment with OCB. All these studies were conducted in the public sector but not the public health sector. Owing to the inordinate demands of the health sectors competitive environment, the public health sectors should be endowed with a capable labor force in terms of mental aspect as the converse is an obstacle to competitiveness. Empowerment increases a sense of self-efficacy among organizational members and they may compensate by doing organizational citizenship behavior (Ghorbanizadeh, 2009). This implies that psychological empowerment is an antecedent of OCB. Thus the management of the public health sector should embrace practices which engender feelings of competence, resilience, and responsibility for their work for purposes of achieving OCB. Given the nature of work in the public health sector, employees require psychological

empowerment to take instant and significant decisions which calls for extra-role behavior or to demonstrate OCB.

With respect to the service sector, there is a positive relationship between psychological empowerment and measures of OCB (Cheong et al, 2012; Maharaj, 2005). While Bowler, (2006) offered a totally different argument around OCB, suggesting that it may not have a significant impact on organizational goals. This provides conflicting arguments which calls for further interrogation. Sumi, (2016) moderating effect of psychological empowerment on the relationship of transformational leadership and OCB. The direct and indirect effect of psychological empowerment on OCB calls for its embedment in the organization through several training programs to engender competitiveness. Zare et al (2007) in his research concluded that psychological empowerment of employees is significantly associated with organizational entrepreneurship. It can therefore be inferred that psychological empowerment is a driving force behind people's attitudes especially towards their entrepreneurial activity thus its instrumental in achieving OCB and competitive advantage. However in cases where it has been found to have no significant effect reinforces the need for further research for justification.

Psychological empowerment enhances intrinsic work motivation to promote employees' work performance and OCB which enhances competitiveness (Li, Wei, Ren, & Di, 2015). In previous studies researchers have examined perceived organizational support (POS), organizational commitment and job satisfaction as mediating variables between psychological empowerment, OCB (Najafi & Khademi-Eslam, 2011). There are very limited studies looking at the moderating role of psychological empowerment on the effect of OCB and competitiveness in the public health sector. But psychological empowerment remains instrumental in engendering an entrepreneurial orientation of OCB and

competitiveness which is fundamental in the service delivery in public health facilities. This calls for further investigations on OCB, psychological empowerment and competitive advantage of the public health sector in the Kenyan context and other developing countries

## **CONCLUSION**

The paper reviewed the existing literature on OCB, psychological empowerment and competitive advantage of the public health sector. The review extended the OCB literature by examining the mechanism through which they affect competitive advantage contingent upon psychological empowerment. The essence on OCB in enhancing the competitive advantage commits HR practitioners in the public health sector to identify and strengthen the behaviors in the job analysis and consider them as part of the strategies for their recipes for competitive advantage. The contingent nature of OCB and competitive advantage reinforces the importance of ensuring psychological empowerment amongst the public health sector employees. This argumentation is encapsulated by the social exchange theory.

Counterproductive behaviors are more frequent in the public sector than the private sector because of less competition in the public sector domain in some industries. Despite this it should be noted that OCB remains fundamental for positive organizational outcomes since organizations which only rely on formal assignments of organizational roles remain unstable systems. The public health sector in Kenya faces competition from the private health sector thus it's under obligation to strengthen the OCB, psychological empowerment dimensions of its human resources for its competitive advantage. The essence of OCB among public employees in the public health sector remains an important management practice that should be encouraged in order to respond to public demands for public services in the health sector.

In light of devolution of management and provision of health services, the practical implication is that the

county government should carry out these responsibilities, by ensuring that public health sector employees with a strong OCB and psychological empowerment as the cornerstone to achieve a desired organizational goal and instill a strong commitment to public service for competitive advantage. Embracing psychological empowerment begets organizational citizenship behavior and that may help public health sector to reduce both financial and psychological costs of counterproductive behavior. To demonstrate extra role behavior to enhance competitive advantage the management of

Kenyan public health sector should focusing on the right cognitions of psychological empowerment take instant decisions. This would certainly call for a review of policies, practices, and structures. However, besides inconsistencies in literature, there are very limited studies looking at the moderating role of psychological empowerment on the effect of OCB and competitiveness in the public health sector. This calls for further investigations on OCB, psychological empowerment and competitive advantage of the public health sector in the Kenyan context and other developing countries.

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