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ACADEMICS WELLBEING IN PUBLIC UNIVERSITIES, NIGERIA: THE ROLE OF TRANSFORMATIONAL LEADERSHIP, PERCEIVED STRESS, ORGANIZATIONAL JUSTICE AND SELF-EFFICACY

OBOBANYI MOMOHJIMOAH AHMED

DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
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ACADEMICS WELLBEING IN PUBLIC UNIVERSITIES, NIGERIA: THE ROLE OF TRANSFORMATIONAL LEADERSHIP, PERCEIVED STRESS, ORGANIZATIONAL JUSTICE AND SELF-EFFICACY

BY
OBOBANYI MOMOHJIMOH AHMED

Thesis Submitted to
School of Business Management, College of Business
Universiti Utara Malaysia,
in Fulfilment of the Requirement for the Degree of Doctor of Philosophy
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ABSTRACT

The main purpose of this study was to examine the relationships among transformational leadership (TL), perceived stress (PS), organizational justice (OJ), self-efficacy (SE) and academics wellbeing in public universities, Nigeria (PUN). Precisely, this study aimed at investigating the effect of self-efficacy as a mediating variable in explaining the relationships among transformational leadership, perceived stress and organizational justice on academics wellbeing. The motivation for this research was driven by the increasing attention worldwide to employee wellbeing as a crucial factor for organizational effectiveness and efficiency. However, research for improving this vital element of organizational management still remain limited in literature. Accordingly, this study drawn upon both job demands-resources theory and Adams equity theory to assess and position the possible relationships between the variables in the research framework. In accomplishing this objective, a cross-sectional survey design and cluster sampling technique were used. A total of 293 faculty staff of public universities located in the North-West geopolitical zone of Nigeria participated in the study. A Partial Least Squares-Structural Equation Modelling (PLS-SEM) technique was used to test the postulated hypotheses. Findings from analyses supported the hypothesized direct effect of TL on academics wellbeing; and direct effect of PS on academics wellbeing. In addition, self-efficacy mediated the relationships between TL and academics wellbeing; and the relationship between PS and academics wellbeing. Therefore, to foster an optimally academics wellbeing in public universities in Nigeria, the management of the institutions should focus on the enhancement of self-efficacy of faculty staff. In other words, self-efficacy serves a strong mechanism through which TL and PS positively influences academics wellbeing in public universities, Nigeria. Finally, theoretical and practical implications as well as future research direction are discussed.

Keywords: academics wellbeing, transformational leadership, perceived stress, organizational justice, self-efficacy.
ABSTRAK


Kata Kunci: kesejahteraan akademik, kepimpinan transformasi, tanggapan stress, keadilan organisasi, efikasi kendiri.
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<td></td>
</tr>
<tr>
<td>SE</td>
<td>Self-Efficacy</td>
<td></td>
</tr>
<tr>
<td>SEM</td>
<td>Structural Equation Modelling</td>
<td></td>
</tr>
<tr>
<td>SMS</td>
<td>Short Message Service</td>
<td></td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
<td></td>
</tr>
<tr>
<td>STD</td>
<td>Self-Determination Theory</td>
<td></td>
</tr>
<tr>
<td>SWB</td>
<td>Subjective Wellbeing</td>
<td></td>
</tr>
<tr>
<td>SWLS</td>
<td>Satisfaction with Life Scale</td>
<td></td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Form</td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>-----------</td>
<td></td>
</tr>
<tr>
<td>SWT</td>
<td>Subhanahu Wa Ta'ala</td>
<td></td>
</tr>
<tr>
<td>TL</td>
<td>Transformational leadership</td>
<td></td>
</tr>
<tr>
<td>UK</td>
<td>United Kingdom</td>
<td></td>
</tr>
<tr>
<td>USA</td>
<td>United States of America</td>
<td></td>
</tr>
<tr>
<td>UUM</td>
<td>Universiti Utara Malaysia</td>
<td></td>
</tr>
<tr>
<td>VCs</td>
<td>Vice Chancellors</td>
<td></td>
</tr>
<tr>
<td>VIF</td>
<td>Variance Inflated Factor</td>
<td></td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organization</td>
<td></td>
</tr>
<tr>
<td>WIF</td>
<td>Work Interfering with Family</td>
<td></td>
</tr>
<tr>
<td>$\beta$</td>
<td>Standardized Beta Values</td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Employee wellbeing (EWB) is attracting huge attention in organizational life in recent past, and perhaps as a result of its perceived enormous benefits for both workers and organizations (Johari, Shamsudin, Yean, Yahya, & Adnan, 2018; Nielsen et al., 2017; Singh & Jha, 2018; Ma, Long, Zhang, Zhang & Lam, 2017). When employees have high levels of wellbeing, it may likely boost their performance in the organizations. Employee wellbeing is a subjective global evaluation of quality of workplace for individual workers in organizations (Wright & Huang, 2012). In addition, Singh and Jha (2018) emphasize that employees are the ultimate resources of organizations and as such, employees’ wellbeing is crucial to the survival, growth, and development of organizations (Spreitzer & Porath, 2012). Researchers have described and labelled employee wellbeing from different perspectives such as quality of worklife, welfare, good working conditions, and happiness among others (Miller, 2016).

Employee wellbeing is linked with the strengths and capacities that workers require to transform their potentials to self-actualization (Dodge, Daly, Huyton, & Sanders, 2012; Page & Vella-Brodrick, 2009; Ryff & Keyes, 1995). Employee wellbeing is the optimal psychological functioning and flourishing experiences that workers enjoy in their work environment (Ryan & Deci, 2000). The wellbeing of workers does not only relate to tangible resources like remuneration, increment in salaries or promotion, but broaden to incorporate workers’ wellbeing in terms of positive feeling and perceptions about the workplace experiences that is attractive to productive workforce (Shuck & Reio, 2014). Employee wellbeing is also an important issue that shapes the choices of
The contents of the thesis is for internal user only


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Dear Participant,

ACADEMIC RESEARCH QUESTIONNAIRE

You are cordially invited to participate in this study survey. The study aims at investigating “employee wellbeing among academics in Nigeria” higher educational institutions.

Please endeavour to provide sincere answers to all the questions and note that there are neither right nor wrong answers.

Please endeavour also to complete and return the questionnaire within one week. Furthermore, the completed questionnaire can be returned to ASUU Secretariat in your institution as a contact person awaits you at the Secretariat for onward transmission to the researcher.

More so, your responses to this survey will be treated anonymously and with confidentiality; and data obtained will be used strictly for academic purposes only.

Thank you for your anticipated cooperation.

Obobanyi Momohjimoh Ahmed
(Ph.D. Candidate)
Phone: +2348065818888; +601131940512.
Email: ahmedomj200@gmail.com
Section A: Employee Wellbeing

(i) Psychological Wellbeing
The following statements are about your perception towards psychological wellbeing in your institution. Please tick the number that best describe the extent of your agreement or disagreement with each statement.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>PA</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I tend to be influenced by people with strong opinions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>I have confidence in my own opinions, even if they are contrary to the general consensus.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>I judge myself by what I think is important, not by what others think.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>In general, I feel I am in charge of the situation in which I live.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>The demands of everyday life often get me down.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>I am quite good at managing the responsibilities of my daily life.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>I live life one day at a time and don’t really think about the future.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>Some people wander aimlessly through life, but I am not one of them.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9</td>
<td>I sometimes feel as if I’ve done all that is there to do in life.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10</td>
<td>When I look at the story of my life, I am pleased with how things have turned out.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>11</td>
<td>I like most aspects of my personality.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>12</td>
<td>In many ways, I feel disappointed about my achievements in life.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>13</td>
<td>Maintaining close relationships has been difficult and frustrating for me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>14</td>
<td>People would describe me as a giving person, willing to share my time with others.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>15</td>
<td>I have not experienced many warm and trusting relationships with colleagues.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>16</td>
<td>I think it is important to have new experiences that challenge how I think about myself and the world.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
For me, life has been a continuous process of learning, changing, and growth. I gave up trying to make big improvements or changes in my life a long time ago.

(ii) Life Satisfaction

The following statements are about your life satisfaction. Please tick the option that best describe your present agreement or disagreement with each statement.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>PA</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>In most ways my life is close to my ideal.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>The conditions of my life are excellent.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>I am satisfied with my life.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>So far I have gotten the important things I want in life.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>If I could live my life over, I would change almost nothing.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Section B: Transformational Leadership

Please indicate the extent to which you agree with each of the following statements on transformational leadership behaviour in your institution. Please tick your appropriate response.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>PA</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My leader communicates a clear and positive vision of the future</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>My leader treats staff as individuals, supports and encourages their development</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>My leader gives encouragement and recognition to staff</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>My leader fosters trust, involvement and cooperation among team members</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>My leader encourages thinking about problems in innovative ways and questions assumptions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>My leader are clear about the values and practises they preach</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>My leader instils pride and respect in others and inspires me by being highly competent</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
Section C: Perceived Stress

The following statements ask about your feelings and thoughts towards occupational stress during the last one month in your institution. Please indicate how often you felt or thought in a certain way by ticking your appropriate option from the alternatives given.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>PA</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>In the last month, I have been upset because of something that happened unexpectedly</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>In the last month, I felt that I am unable to control the important things in my life</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>In the last month, I often felt nervous and stressed</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>In the last month, I felt confident about my ability to handle my personal problems</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>In the last month, I felt that things were going my way</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>In the last month, I found that I could not cope with all the things that I had to do.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>In the last month, I have been able to control irritations in my life</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>In the last month, I felt that I was on top of things</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9</td>
<td>In the last month, I have been angered because of things that happened which were outside of my control</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10</td>
<td>In the last month, I felt difficulties were piling up so high that I could not overcome them</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Section D: Organizational Justice

The following statements are about your perception towards organizational justice in your institution. Please tick the option that best describe the extent of your agreement or disagreement with each statement.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>PA</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>In overall, I’m treated fairly by my organization.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>In general, I can count on this organization to be fair.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>Usually, the way things work in this organization are not fair.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>In general, the treatment I receive around here is fair.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>For the most part, this organization treats its employees fairly.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>Most of the people who work here would say they are often treated unfairly.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
Section E: Self-efficacy
Please indicate the extent to which you agree with each of the following statements on self-efficacy about your abilities. Please tick your appropriate response.

<table>
<thead>
<tr>
<th>S/N</th>
<th>Statements</th>
<th>SD</th>
<th>D</th>
<th>PA</th>
<th>A</th>
<th>SA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I can always manage to solve difficult problems if I try hard enough.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>If someone opposes me, I can find the means and ways to get what I want.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3</td>
<td>It is easy for me to stick to my aims and accomplish my goals.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>I am confident that I could deal efficiently with unexpected events.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5</td>
<td>Thanks to my resourcefulness, I know how to handle unforeseen situations.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>I can solve most problems if I invest the necessary effort.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>I can remain calm when facing difficulties because I can rely on my coping abilities.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8</td>
<td>When I am confronted with a problem, I can usually find several solutions.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>9</td>
<td>If I am in trouble, I can usually think of a solution.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>10</td>
<td>I can usually handle whatever comes my way.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Demographic variables

1. Gender
   1. Male [ ]
   2. Female [ ]

2. Age
   1. 21-30 years [ ]
   2. 31-40 years [ ]
   3. 41-50 years [ ]
   4. 51 years and above [ ]

3. Marital status
   1. Single [ ]
   2. Married [ ]
   3. Divorced/separated [ ]
   4. Widow/ Widower [ ]

4. Highest educational qualification
   1. HND/BSc/BA/BEng [ ]
   2. Masters [ ]
   3. Doctorate Degree [ ]
5. Length of service
   1. 1-5 years
   2. 6 -10 years
   3. 11-15 years
   4. 16 years and above

6. Position
   1. Professor
   2. Associate Professor
   3. Senior Lecturer
   4. Lecturer I
   5. Lecturer II
   6. Assistant Lecturer
   7. Graduate Assistant

7. Ethnicity
   1. Hausa/Fulani
   2. Igbo
   3. Yoruba
   4. Others

8. Institution
   1. Federal
   2. State

THANK YOU!
HAVE A PLEASANT DAY.
Appendix B – OYAGSB Letter for Data Collection

TO WHOM IT MAY CONCERN

Dear Sir/ Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that Osobonbi Momoh Jimoh Ahmed (Matric No: 900110) is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing his Doctor of Philosophy (PhD). He is conducting a research entitled “Fostering Employee Psychological Wellbeing in HEIs in Nigeria: The Role of Transformational Leadership, Occupational Stress, Organisational Justice and Self-efficacy” under the supervision of Dr. Awais Ahmad.

In this regards, we hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you,

“SEKRATARIAT UNTUK NEGARA”

“ILMU, BUDI, BAKTI”

Yours faithfully,

FADHIMA SINTI MO PUDZI
Assistant Registrar
For Dean
Othman Yeop Abdullah Graduate School of Business

Dr. : Supervisor
Student’s Matric No: (900110)
Dear Sir,

TO WHOM IT MAY CONCERN - CERTIFICATION LETTER

This is to certify that Mr. Obobonyi Momohjimoh Ahmed, with registration number 900110, who is currently a Ph.D candidate with the Universiti Utara Malaysia (UUM), was in the Faculty of Management Sciences since August 2017 to administer his study instrument (questionnaire). The instrument centred around his research topic entitled 'Employee Wellbeing in HEIs in Nigeria: The Role of Transformational Leadership, Occupational Stress, Organisational Justice and Self-efficacy.'

Thank you.

Yours sincerely,

Prof. M. M. Maishanu
4/12/2017

Dear Sir/Madam,

TO WHOM IT MAY CONCERN: CERTIFICATION LETTER

This is to certify that Obabanyi Momohjimah Ahmed 900110 who is currently a PhD. Candidate with the Universiti Utara Malaysia (UUM) was in the Sokoto State University, Sokoto to administer his study instrument. The questionnaire centered around his research topic: Employee wellbeing in HEIs in Nigeria: The Role of Transformational Leadership, Occupational Stress, Organizational Justice and Self-Efficacy. Many people responded to same and returned them to him.

Thank you.

Sincerely,

Attahiru Ahmed Sifawa, PhD.

Chairperson.
Dear Sir/Madam,

TO WHOM IT MAY CONCERN

This is to inform you that the bearer Obohanye, Momoh JIIMGH Ahmed (900110), a Ph.D. candidate from Universiti Utara Malaysia (UUM) extended his field survey to the Federal University Dutse, Jigawa State, Nigeria. Topic: Employee Wellbeing in HEIs in Nigeria: The Role of Transformational Leadership, Occupational Stress, Organizational Justice and Self-efficacy.

Thank you.

Dr Abdussalam Balarabe Saleh
Chairperson ASUU-FUD.