

# Job Satisfaction and Organizational Citizenship Behavior of Library Personnel in Selected Nigerian Universities

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**Abstract:** *This study was designed to find out the perceptions of library personnel on the relationship that exists between job satisfaction and organizational citizenship behavior. The study specifically looked into the opinions of the respondents on the intrinsic and extrinsic facets of job satisfaction and on organizational citizenship behavior's (OCB) dimensions of altruism, conscientiousness, sportsmanship, courtesy or gesture and civic virtue. To achieve the research objectives, the survey method was employed. The population was 125 library personnel and sampling for the study was purposive and total enumeration. Data collected were analyzed using frequency, percentage counts and mean. Findings revealed that the respondents are satisfied with all the intrinsic facets of job satisfaction notably, opportunities for personal advancements being not limited; opportunities for promotion; good cooperation from co-workers; workplace having a fair promotion policy; and the way my work provides for steady employment. In terms of extrinsic facets of job satisfaction, the respondents agreed that they are satisfied with relationship with my supervisor; with the way my boss handles the workers; with my work environment; and satisfying work. In connection with organizational citizenship behavior, the respondents displayed a high agreement on altruism, conscientiousness, sportsmanship, courtesy or gestures and in civic virtues. The study also revealed that is a positive relationship between job satisfaction and organizational citizenship behavior among library personnel in selected University libraries in South-West Nigeria.*

**Keywords:** Job satisfaction, Organizational citizenship behavior, library personnel, Nigerian Universities, Libraries

## 1. Introduction

Much attention has been given to the study of job satisfaction and organizational citizenship behavior in researches as a result of the significance of these variables to organizational effectiveness. Employees in different organization produce different levels of performance under the various circumstances according to their satisfaction, commitment and citizenship behavioral levels. [1] remarks that job satisfaction is an important concept that can affect labor market behavior as it has a great influence on job-related behaviors such as productivity, work effort, absenteeism and turnover rates, and employee relations. According to [2], job satisfaction is a contributing factor to the physical and mental well-being of employees and also it plays an important role in improving the financial standing of organization. It is, therefore, considered to have prize in both humanistic and financial terms. [3] also assert that employees who do quality work are usually the ones who are satisfied as these employees tend to have high retention rates, more dedicated to the organization and yield higher job performances. Therefore, the understanding of job satisfaction of employees is of highly importance to organizational goal.

Researchers have also observed that organizational citizenship behavior (OCB) has been a major construct in the fields of psychology and management and as a result, it has received a great deal of attention in the literature [4]. Organizational citizenship behaviors (OCBs) are discretionary workplace behaviors that exceed one's basic job requirements [5] and are described as behaviors that go above and beyond the call of duty; which have important effects on the effectiveness, efficiency and profitability of the organization. It can contribute to the survival of an

organization by improving co-worker and managerial productivity, providing superior efficiency in resource use and allocation, reducing managerial expenses, and by providing better coordination of organizational activities across individuals [6]. It has also been found that employees' satisfaction, organizational commitment, organizational justice, career development, age, tenure, personality, motivation, leadership and leadership behavior impact and affect citizenship behavior within an organization ([7], [8]; [9]; [10]). There is the assumption that employees who engage in citizenship behavior are expected to have higher levels of job motivation and job satisfaction than employees who do not. Also, it is suggested that these higher levels of OCB may lead to increased productivity and, consequently, higher profitability.

### 1.1 Organizational citizenship behavior in the library

There have been several studies conducted on organizational citizenship behavior (OCB) in various organizations settings, according to [11]. As regards the library setting, [12] claims that there has been no research studies in connection with organizational citizenship behaviors, particularly, in the public library setting. Rubin argues that [13] are the only authors who have conducted an empirical study of OCB in a library setting. In their study in Taiwan, they observed that discretionary behaviors are not necessarily common or positively viewed in the library setting. As a result, they posit that administrators must create an environment that tolerates and even embraces extra-role initiative and independent task design. [13] maintain that those in leadership positions should provide increased job autonomy, facilitate employee autonomy, and increase intrinsic and extrinsic job satisfaction, all of which have a positive impact on employee OCB. As such, service-

oriented organizations such as libraries may be prime environments for citizenship behaviors, as voluntary behavior of employees is important.

### 1.2 Need for the study

Some library and Information science researchers have noted that there is dearth of literature on the studies of organizational citizenship behaviors within the library setting and on its relationship with job satisfaction in the library. It is in the light of this that this study is being carried out among library employees in selected University libraries in South-Western Nigeria. The findings will contribute in filling the existing gap in the Library Science literature.

### 1.3 Objective of the study

The objective of this study is to investigate the perceptions of the library personnel concerning job satisfaction and organizational citizenship behavior and to find out the relationship that exists between job satisfaction and organizational citizenship behavior within the context of library personnel in selected Nigerian University libraries. The main objectives are to:

1. Identify the perceptions of library personnel in selected Nigerian University libraries on the intrinsic and extrinsic facets of job satisfaction;
2. Assess the opinions of library personnel on organizational citizenship behavior based on the OCB dimensions of altruism, conscientiousness, sportsmanship, courtesy or gesture and civic virtue; and
3. Find out the relationship that exists between job satisfaction and organizational citizenship behavior.

## 2. Review of Literature

### 2.1 Organizational citizenship behavior in the library

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- 3) Find out the relationship that exists between job satisfaction and organizational citizenship behavior.

## 3. Review of Literature

### 3.1 Job Satisfaction

Job satisfaction (JS) has been researched by many social scientist and they are in agreement that it has to do with a positive emotional reaction of an employee towards a particular job ([14], [15], [16]; [17]). It is also believed that JS comprises various facets. [18] believes that positive attitudes toward one's job are technically equivalent to job satisfaction. Therefore positive attitude results in JS while a negative attitude toward one's job is equivalent to job dissatisfaction. [19] definition of job satisfaction has been considered as the most popular. He defined JS as a pleasurable or a positive emotional state resulting from employee's perception and appraisal of one's job or job experience and how well the job provides those essentials that are viewed as necessities. This definition consists of both cognitive (an appraisal of one's job) and affective (emotional state) elements thereby denoting the degree to which individuals feel positive or negative about their jobs. According to [20], job satisfaction is a positive feeling about a job, emanating from an evaluation of its characteristics.

[21] posit that all sources of job satisfaction fall into two categories namely, intrinsic and extrinsic satisfaction. [22] and [23] have identified some examples of the intrinsic and extrinsic sources of satisfactions. Intrinsic factors are things such as self worth, personal growth and professional development, a supportive environment, and rapid career progress. These originate from within the individual and have psychological effects. In contrast, extrinsic factors are things such as job security, supervision, working condition,

salary, and fringe benefits. These determine the frequency and magnitude of extrinsic satisfaction and they originate from the environment. In their assessment as what determines job satisfaction, [24] posit that job satisfaction is related to employees' opportunities for interaction with others on the job while [25] asserts that one derives job satisfaction from interesting and challenging job that provides them with status, and how well outcome meets or exceeds expectations. More, job satisfaction represents several related job characteristics such as pay, promotion opportunities, co-workers, supervision, and even the work itself whereby people have intended or desired results.

Further, [26] point out that the construct of job satisfaction consists of seven components, namely, the job itself, fellow workers, supervision, company policy and support, pay, promotion and advancement and customers. [27] and [28] opine that employees may just want an interesting and significant job where they will progress, succeed, and grow. They may also wish to have autonomy, role clarity, feedback and managers without role conflict. Employees also wish to have colleagues with similar values that can help in their work achievement. They further maintain that employees enjoy considerate, honest and fair competent supervisors and wish to have their values be respected. Finally, employees want to be recognized and rewarded for good performance and participate in decision making and having friendly and supportive co-workers. All these lead to the achievement of increased job satisfaction.

For [29], pay affects the overall level of employees' job satisfaction or lack of satisfaction. Employees prefer fair and enough payment in comparison with what others in similar status receive ([30] and [27]). Employees also want a just and unambiguous promotion, which signifies a higher status, increased responsibility and higher salary ([28]). Finally, customer behavior can also influence employees' job satisfaction ([26]).

### 3.2 Organizational citizenship behavior

The study of organizational citizenship behavior (OCB) according to [31] and [11] has been one of the most widely studied topics in organizational behavior research. Its study focuses on behaviors that surpass formal job requirements. OCB is an "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate, promotes the efficient and effective functioning of the organization" ([32, p. 3]). According to Organ [8], it is a performance that supports the social and psychological environment in which task performance takes place. However, this later view of OCB shows that when employees feel that they are treated well in the organization, they in turn, reciprocate positively by performing extra efforts that are not required within the organization environment ([33] and [32]). OCBs also involve behaviors and gestures such as expression of personal interest in the work of others, suggestions for improvement, care for organizational property, punctuality, willingness to endure occupational cost, and refraining from expressing resentment and complaining about insignificant matter etc ([34]).

It has been reported that there is no consensus as to the number of dimensions of OCB ([35] and [4]). However, Organ [33] have identified five major types (dimensions) of OCB namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism is referred to as simply helping or helpfulness [8]. In this type of behavior, people manifest voluntary actions that help others within the organization, such as, helping a new employee, sharing and teaching employees useful knowledge, strategies, skills and showing employees how to accomplish difficult tasks ([33]). Conscientiousness is the next OCB dimension and [36] maintain that this is in relation to discrete behaviors such as obeying rules and regulations, not taking extra breaks, and working extra-long days. Sportsmanship is the third type of organization citizen behavior. It has to do with one's willingness to "tolerate minor and temporary personnel inconveniences and impositions of work without grievances, complaints, appeals, accusations, or protest, thus conserving organizational energies for task accomplishment and lightening the loads of managers," ([37]; [34]).

Courtesy or gestures according to [31] and [8], is the forth OCB type whereby one demonstrates an interest in preventing or creating problems for co-workers. In this dimension, a courteous employee avoids creating problems for co-workers and reduces intergroup conflict so that managers do not fall into a pattern of crisis management. Finally, civic virtue is the last type of OCB which shows employee's willingness to participate actively in managerial events, to monitor organization's environment for threats and opportunities, and to look out for organization's best interest. These OCBs reflect an employee's recognition of being a part organization ([4]).

Some studies have been conducted to find out the correlation that exists between job satisfaction and organization citizenship behavior. Findings have suggested that there is substantial empirical evidence that job satisfaction has positive impact on OCB [38]. [33] explains that this stems from the fact that when people experience positive mood state, they tend to associate with pro-social behavior of behaving in such "a good citizenship" and this, in turn, leads to the organization benefitting from this goodwill of this worker. So, organizational citizenship behavior (support and promotion of one's organization's goals) has been shown to be positively related to both job satisfaction and organizational commitment, and to work quality and productivity, ([39] and [4]).

In his study, [40] discovered that job satisfaction including its sub-dimensions of work itself, pay, supervision and coworkers has significant direct relationship with OCB. The study conducted by [41] reveals that correlations between all attitudinal variables and OCB are significant and positive. The result of [42] study shows that job satisfaction is related to OCB of Australian human-service professionals. It was found in a study by [43] that the job satisfaction of contract employees was significantly related to OCB. The study further reveals that their active involvement in OCB was influenced by their perception of service quality. Evidence from a review of 55 studies as reported by [36] discloses that there is a strong relationship between job satisfaction and OCB, at least among non-managerial and nonprofessional

groups. In addition, attitudinal measures such as perceived fairness, organizational commitment, leader supportiveness correlated with OCB at approximately the same level as satisfaction. The study of [44] indicates that a salesperson's OCB is determined by Person–Organization fit which was mediated by the salesperson's job satisfaction and organizational commitment. Evidence from [45] investigation reveals that intrinsic job satisfaction factors influenced OCB either directly or indirectly. In another study by [46] on higher learning institutions, it was shown that both intrinsic and extrinsic dimension of JS were positively associated with OCB-organizational, but not with OCB-individual. Further, [47] tested the relationship between OCB and contextual job satisfaction. There were no significant differences between the two OCB ratings. But when the scores were combined to produce an overall OCB score, it yielded a positive relationship between OCB and job satisfaction. The finding of the study conducted by [46] revealed that both extrinsic and intrinsic job satisfaction are very important in predicting citizenship behavior.

In contrast, studies by [48] on the relationship between OCB and job satisfaction failed to find a significant correlation between the two variables. Similarly, [49] investigation on

the existence of any association between intrinsic job satisfaction and OCBI or OCBO revealed no association.

#### 4. Methodology

The survey research design was employed through the use of structured questionnaire. The population was 137 library personnel comprising of Babcock University library 37; University of Lagos (main Library) 50; University of Ibadan (Kenneth Dike) library 40; and Lead City University library 10. The sampling for the study was purposive and total enumeration. The questionnaire that measured job satisfaction statements was adapted from Minnesota job satisfaction questionnaire while the scale of Podsakoff et al. (1990) was used for organizational citizenship behavior. Data was analyzed using descriptive statistics of percentages, frequency counts and mean.

#### 5. Presentation of Findings

A total of 137 copies of questionnaires were distributed and 125 copies (91.2%) were returned.

**Tables 1:** Demographic information of the respondents

			Frequency	%	Valid %	Cumulative %
Gender	Valid	Male	60	48.0	48.0	48.0
		Female	65	52.0	52.0	100.0
		Total	125	100.0	100.0	
Age	Valid	20 – 30	60	48.0	48.0	48.0
		31 – 45	55	44.0	44.0	92.0
		45 and above	10	8.0	8.0	100.0
		Total	125	100.0	100.0	
Position in the Library	Valid	Professional librarian	49	39.2	39.2	39.2
		Para-professional	5	4.0	4.0	43.2
		Library Assistant	71	56.8	56.8	100.0
		Total	125	100.0	100.0	

Table 1 above shows that 60(48.5%) of the respondents are male while 65(52%) are females. Regarding age, it is revealed that 60(48%) of the respondents are between the ages of 20-30 years, 55(44%) are within the ages of 31- 45 years, while 10(8%) are in the age range of 45 and above. As

for the position in the library, it is shown that 49 (39.2%) of the respondents are professional librarian, 5(4%) are para-professional, 71(56.8%) are library as assistant.

**Table 2:** Name of University library

S/N	Name of library	No. of Questionnaires Administered	No. of Questionnaires Returned	Copies Not Returned	Percentage Returned
1	Babcock University Library	37	31	6	83.8
2	University of Lagos (Main library)	50	45	5	90
3	University of Ibadan (Kenneth Dike) library)	40	39	1	97.5
4	Lead City University library	10	10	-	100
	Total	137	125	12	

Table 2 above reveals that 137 questionnaires distributed and 125 copies were returned. The return rate as revealed from the table is as follows: Babcock University returned 31, University of Lagos main library returned 45; University of

Ibadan - Kenneth Dike library returned 39 copies, while Lead City University returned 10.

**Table 3:** Job Satisfaction

SN	Statement	VS	S	UD	D	VD
<b>Intrinsic Factors</b>						
1	The praise and credit for work well done	36(28.8%)	71(56.8%)	13(10.4%)	0	5(4%)
2	The way my colleagues get along with each other	19(15.2%)	87(69.6%)	14(11.2%)	0	5(4%)

3	My opportunities for personal advancement are not limited	41(32%)	80(64%)	4(3.2%)	0	0
4	My work gives me a sense of accomplishment	54(43.2%)	57(46.6%)	4(3.2%)	5(4%)	5(4%)
5	My workplace has a fair promotion policy	52(41.6%)	60(48%)	9(7.2%)	4(3.2%)	0
6	I receive good cooperation from my co-workers	42(33.6%)	73(58.4%)	10(8%)	0	0
7	I am satisfied with the opportunities for promotion	33(26.4%)	87(69.6%)	5(4%)	0	0
<b>Extrinsic Factors</b>						
8	My work is satisfying	37(29.6%)	66(52.8%)	18(14.4%)	4(3.2%)	0
9	My pay and benefit are very satisfying	23(18.4%)	41(32.8%)	56(44.8%)	0	5(4%)
10	Satisfaction with my relationship with my supervisor	24(19.2%)	96(76.8%)	0	0	5(4%)
11	I am satisfied with the way my boss handles the workers	41(32.8%)	79(63.3%)	0	5(4%)	0
12	I am satisfied with my work environment	13(10.4%)	98(78.4%)	14(11.2%)	0	0
13	Satisfied with working conditions	4(3.2%)	28(22.4%)	56(44.8%)	22(17.6%)	15(12%)
14	The competent of my boss in making decisions	4(3.2%)	23(18.4%)	51(40.8%)	28(22.4%)	19(15.2%)
15	The way my work provides for steady employment	23(18.4%)	64(51.2%)	24(19.2%)	9(7.2%)	5(4%)

Key: Very satisfied (VS), Satisfied (S), Undecided (UD), Dissatisfied (D), Very dissatisfied (VD)

Table 3 above indicates the view of the respondents on job satisfaction. From the intrinsic facets of job satisfaction, the majority of the respondents agreed that they are satisfied with the overall statements. Some of the outstanding responses as indicated by the respondents are being satisfied with opportunities for personal advancements are not limited; opportunities for promotion; good cooperation from co-workers; workplace having a fair promotion policy; and the way my work provides for steady employment.

Regarding the responses of the respondents on extrinsic facets of job satisfaction, they agreed that they are satisfied with relationship with supervisor; with the way my boss handles the workers; with my work environment; and satisfying work. The result also indicates that a lot of the respondents are undecided in their satisfaction as regards to pay and benefit; working conditions; and competent of my boss in making decisions.

**Table 4: Organizational Citizenship Behavior**

SN	Statement	SA		A		UD		D		SD		Mean
		F	%	F	%	F	%	F	%	F	%	
Altruism												
1	I help others who have heavy loads	18	14.4	14	11.2	61	48.8	13	10.4	19	15.2	2.9920
2	I help orient new people even though it is not required	40	32.0	71	56.8	9	7.2	5	4.0	0	0	4.1680
3	I willingly help others who have work related problems	55	44.0	48	38.4	13	10.4	4	3.2	5	4.0	4.1520
4	I help others who have been absent	36	28.8	84	67.2	5	4.0	0	0	0	0	4.2480
Conscientiousness												
5	I am one of the most conscientious employees	26	20.8	60	48.0	39	31.2	0	0	0	0	3.8960
6	I consider obeying the rules and regulations of the organization as necessity	22	17.6	9	7.2	65	52.0	29	23.2	0	0	3.1920
7	I like to work extra days in my workplace	12	9.6	54	43.2	45	36.0	10	8.0	4	3.2	3.4800
Sportsmanship												
8	I always focus on what is wrong rather than the positive side	18	14.4	102	81.6	5	4.0	0	0	0	0	4.1040
9	I consume a lot of time complaining about trivial matters	33	26.4	83	66.4	4	3.2	0	0	5	4.0	4.1120
11	I tend to make “mountain out of molehills” (exaggerate)	35	28.0	15	12.0	14	11.2	35	28.0	26	20.8	2.9840
Courtesy or gestures												
12	I try to avoid creating problems for co-workers	40	32.0	67	53.6	13	10.4	0	0	5	4.0	3.9920
13	I consider the impact of my actions on co-workers	5	4.0	5	4.0	26	20.8	67	53.6	22	17.6	2.2320
14	I do not abuse the rights of others	13	10.4	84	67.2	14	11.2	14	11.2	0	0	3.7680
Civic virtue												
15	I attend functions that are not required but to help the company image	37	29.6	88	70.4	0	0	0	0	0	0	4.2960
16	I attend meetings that are not mandatory, but are considered important	46	36.8	70	56.0	9	7.2	0	0	0	0	4.2960
17	I keep abreast of changes in the organization	28	22.4	75	60.0	18	14.4	4	3.2	0	0	4.0160

Key: Strongly agree (SA), Agree (A), Undecided (UD), Disagree (D), Strongly disagree (SD)

Table 4 above reveals the responses of the respondents regarding organizational citizenship behavior. For altruism dimension, the respondents agreed that their citizenship behavior is high in their act of helpfulness as seen in the mean scores that range from 4.2480 to 4.1520. However, their perception on helping others who have heavy loads is slightly low. With respect to conscientiousness behavior, the respondents indicated a high citizenship behavior, ranging with a mean score of 3.8960 to 3.1920. In the

sportsmanship behavior, the respondents also responded highly with mean scores of 4.1120 and 4.1040; but they disagreed that they tend to make "mountain out of molehills" (exaggerate). In relation to courtesy or gestures behavior, the respondents opined that they try to avoid creating problems for co-workers with a mean score of 3.9920 and that they do not abuse the rights of others with a mean of 3.7680. Finally, the respondents answered that they

participate in civic virtues ranging from mean scores of 4.2960 to 4.0160.

### 5.1 Correlation Analysis

A correlation analysis was conducted between the job satisfaction (independent variables) and the organizational citizenship behavior (dependent variable).

**Table 5:** Relationship between job satisfaction and organizational citizenship behavior

	Correlation(r)	Prob.
Job satisfaction	0.631	0.003
Organizational citizenship behavior		
N	125	

Table 5 above shows the relationship that exists between job satisfaction and organizational citizenship behavior and the findings reveal that there is a positive relationship between job satisfaction and organizational citizenship behavior. This was tested using correlation which value is 0.631 and is significant at  $p < 0.05$ . This implies that participating in organizational citizenship behavior has an influence on the job satisfaction of library personnel.

### 5.2 Discussion of Findings

This study looked at the perceptions of library personnel with regards to job satisfaction (JS) and organizational citizenship behavior (OCB). For job satisfaction, the study specifically evaluated the opinions of the respondents on the intrinsic and extrinsic facets of job satisfaction. In terms of organizational citizenship behaviors, the views of the respondents were considered based on the five dimensions of organizational citizenship behavior namely, altruism, conscientiousness, sportsmanship, courtesy or gesture, civic virtues. It was revealed that the respondents are strongly satisfied with all the intrinsic facets of job satisfaction. Some of the outstanding responses as indicated by the respondents are satisfaction with opportunities for personal advancements being not limited; opportunities for promotion; good cooperation from my co-workers; workplace having a fair promotion policy; and the way my work provides for steady employment. Regarding the responses of the respondents on extrinsic facets of job satisfaction, the respondents agreed that they are satisfied with relationship with my supervisor; with the way my boss handles the workers; with my work environment; and satisfying work. The finding also indicted that a lot of the respondents are undecided in their satisfaction with regards to pay and benefit; working conditions; and competent of my boss in making decisions.

In relation to organizational citizenship behavior, the respondents displayed a high agreement on altruism, conscientiousness, sportsmanship, courtesy or gestures and in civic virtues. However, the fact that they strongly agreed on the statements on sportsmanship is a bit worrying. When the relationship between job satisfaction and organizational citizenship behavior was considered, it was discovered that there is a positive correlation between job satisfaction and organizational citizenship behavior.

## 6. Conclusion

The major aim of this study was to investigate the perceptions of library personnel on job satisfaction and organizational citizenship behavior. The study revealed that there is a positive relationship between job satisfaction and organizational citizenship behavior. This, therefore, shows that job satisfaction is important as it could predict the organizational citizenship behavior (OCB) of the library personnel. In view of the above observations and for the fact that organization citizenship behavior is a voluntary action; participation in OCB could be further encouraged and stimulated among library personnel by giving attention or priorities to those factors that could lead to job satisfaction of the employees. If employees observe that they are treated well and are satisfied in the organization, they will be encouraged to reciprocate positively by performing these extra behaviors. This will, in turn, enhance and increase organizational effectiveness and efficiency and thereby decreases the complaints of the employees. Finally, this study has contributed to the job satisfaction and organizational citizenship behavior literature by providing evidence within the context of the libraries in the Universities in South-West Nigeria.

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