



ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND SERVICE DELIVERY IN SELECTED UNIVERSITY LIBRARIES IN OSUN STATE

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ABSTRACT

The goal of satisfying the information needs of the users are being hampered in the libraries by a number of issues ranging from insufficient funding, poor internet accessibility, recognition and other external factors. This study concentrated on how Organisational Citizenship Behaviour (OCB) could affect personnel service delivery. in selected nine university libraries in Osun State, Nigeria. A survey research design was adopted with the population comprising 234 library personnel in the nine universities. A total enumeration technique was used. Of all the copies of the questionnaire administered, 173 copies, representing a 73.9% response rate, were found usable for analysis. Data from the research questions was analysed using descriptive (frequency, percentage, and standard deviation) while hypothesis was tested at 0.05 level of significance using linear regression analysis. Findings revealed that most of the library personnel hardly enjoyed OCB in the areas of recognition and incentives ($\bar{X} = 1.91$), cash rewards for extra efforts ($\bar{X} = 1.89$) and payment of excess workload ($\bar{X} = 1.53$). The OCB ($\beta=0.407$) had a positive and significant influence on service delivery in university libraries. Personnel organisational citizenship behaviour influenced personnel service delivery in the studied university libraries and the need for more personnel motivation was recommended for more effective service delivery.

Keywords: Organisational citizenship behaviour, Service delivery, Satisfaction, Library personnel

Introduction

University libraries are basically established to support the teaching, learning and research activities of their parent institutions. Libraries as an entity have since realised the need to strive to meet the information needs of their teaming users (Iwhiwhu, 2012). The modern day services in the libraries include the referral services (RS), current awareness services (CAS), selective



dissemination of information (SDI), Internet service (IS), inter-library loan services (ILS), reference services (RS) and circulation services (CS). Other services include user education services, abstracting services, cataloguing and classification services, reprographic services and bibliographic services. Olanlokun (2013) noted that the measurement of these services and their attendant acceptance can be based on ServQual Theory (service quality) by Parasuraman et al (1985).

Service quality is the measure of how well the service level delivered matches customer/client expectations. Delivering quality service means conforming to customer/client expectations consistently. The SERVQUAL model is relevant to this study due to its emphasis on quality which libraries aim to achieve in the course of service delivery with the aid of human and non-human resources available in the library. It is also assumed that only the satisfied library clients would like to repeat patronage. However, Oludipe and Otonekwu (2016) noted that, the goal of satisfying the information needs of the users is being hampered in the libraries by several issues ranging from insufficient funding, poor internet accessibility, recognition to other external factors. There are also reported cases of poor patronage of library services owing to many factors associated with the poor attitude of personnel and the types of online resources available at the beck and call of the users.

The review of literature and context observation of the researcher showed that issues such as attitude, job satisfaction, job commitment, and job rotation among others have been examined as they may influence service delivery in university libraries. The review, however, revealed that organisational citizenship behaviour (OCB) and service delivery have not been adequately treated. According to Arumi, et al. (2019), OCB is the conduct that exceeds the formal role determined and that is not mentioned in the employee job description. They are optional behaviour that is not considered in appreciation or judgment. OCB is all behaviour that is targeted to benefit the organisation as a whole or certain department such as volunteering to attend events that benefit the organisation, avoidance of complaints at work and preserving available resources (Aly et al., 2016).

Ghashghaeinia and Hafezi (2015) noted that the main research conducted in the field of organisational citizenship behaviour is more to identify the responsibilities that employees have in the organisation, but are often overlooked. OCB could contribute to innovation, resource transformation, and adaptability in environments that require complex, team-oriented work, which ultimately increases efficiency and the effectiveness of the entire organisation. OCB expresses the organisation at its goals and values such as strength, motivation and resources and promotes the interests of the organisation. This can, therefore, be simplified into individual voluntary behaviour that is not formally recognised in its work responsibilities, but makes a significant contribution to the organisation's effectiveness. In this study, OCB is measured in the purview of incentives and recognition. Akopova and Przhedetskaya (2016), stressed that incentives entail all the recognition provided to employees to stimulate them for extra efforts/contributions made to the organisations outside the job description.

Incentives include bonuses, training opportunities and recognition and award. The idea behind incentives, therefore, remains the stimulation to do more. Recognition is a form of gratitude



being expressed towards individual personnel for exemplary service performance. These may be in the form of cash rewards or presentation of awards for selfless service. This behaviour could further provide the necessary flexibility to work through many unforeseen contingencies, and it helps employees in an organisation to cope with stressful conditions through interdependence. The need to ascertain whether these factors can stimulate service delivery necessitated this study. It is on this premise that this study examined OCB and service delivery with reference to university libraries in Osun State, Nigeria.

Objectives of the Study

Specifically, the study aimed at:

1. identifying the dominant organisational citizenship behaviour among personnel in the university libraries in Osun State, Nigeria; and
2. ascertaining the influence of personnel organisational citizenship behaviour on service delivery in the university libraries in Osun State, Nigeria.

Hypothesis

There is no significant influence of personnel organisational citizenship behaviour on service delivery in the university libraries in Osun State, Nigeria.

Review of Related Literature

Organisational Citizenship Behaviour and Library Service Delivery

Service delivery assumes the presence of actors, those offering the services and those receiving or benefitting from the same services. Therefore, a service can also be considered as a relationship for responding to a need or problem of one or more communities, individuals, households, businesses, or corporations. Libraries are established to render different kinds of services to users. Thus, services are the main product of the library system (Iwhiwhu, 2012). Agoh et al. (2021) inferred library and information service delivery as processes and activities that are deployed by libraries to render information services and resources to clients for diverse purposes. Supporting this submission on library services delivery, Yusuf and Fehintola (2021) opined that despite the typologies of libraries, the service delivery seems to be the same. The typologies of libraries include academic, school, national, public and state, as well as special.

Effective service delivery in libraries is premised on the behaviour of the citizens in such libraries. This assertion espouses the importance and relevance of the concept in library parlance. Bhatla (2016) defined OCB as a conceptualisation of management theorist Barnard (1968) to explain the vitality of an organisation when depending on the willingness of individuals to contribute forces to the cooperative system. OCB according to Organ (1988) in Opeke and Akinola (2019), was defined as an “individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate, promotes the effective function of the organisation”. Relatedly, Opeke and Akinola (2019) identified three critical thoughts in Organ’s definition of OCB. First, according to him, OCB emphasised discretionary behaviour, which is not inclusive of the organisation’s job description. Second, the thought



describes it as employees' willingly going the extra mile to perform beyond job descriptions. Third, OCB impacts and contributes to organisational effectiveness and productivity.

Although literature has provided various dimensions to OCB, this study however, was limited to incentives and recognition as dimensions of OCB among personnel of academic libraries in Nigerian universities. Incentives can be viewed as all the inducements provided for the employees to stimulate them for extra efforts/contributions put forth outside the job description expected by the organisation. The incentives include bonuses, training opportunities and honours and awards. The idea behind the incentives, therefore, remains the stimulation to do more. Recognition is a form of gratitude being expressed towards individual personnel for exemplary service performance. This may be in the form of a cash reward or a presentation of an award for selfless service. This could further provide the necessary flexibility to work through many unforeseen contingencies, and it helps employees in an organisation to cope with stressful conditions through interdependence (Akopova & Przhedetskaya, 2016).

Empirically, Yusuf and Fehintola (2021) examined the nexus between the reward system and service delivery of librarians in federal universities in South-East, Nigeria. The descriptive survey design was adopted for the study with a population of 120 librarians in the six federal universities. Adopting the total enumeration technique, the study used a questionnaire as an instrument for data collection, which was analysed using descriptive statistics of frequency count, simple percentage, mean and standard deviation and inferential statistics of Pearson's moment product correlation. It concluded that for librarians to provide good service to the library users, library managers should treat the librarians fairly without any feeling of bias regarding their recognition and promotion opportunities as this will enhance good service delivery.

The reward system is an important tool that can be used by library management to enhance service delivery in academic libraries. This, according to Yusuf and Fehintola (2021), will positively challenge librarian's morale to work and in so doing, help in achieving the desired organisational outcomes and effective service delivery. Rewards, such as incentives and recognition being offered to librarians by library management, will increase their commitment and dedication to service delivery. In a study conducted by Lucky et al. (2013) on the influence of reward systems on performance among 145 employees in India, it was reported that job security is critical to the performances of the view that a reward system does not only play a significant role in influencing and improving library personnel morale but also assists in changing the negative attitude and behaviour, which some librarians have towards work and service delivery.

Madhusudhan (2011) also conducted a similar study to find out the level of job satisfaction and service delivery among librarians of selected engineering colleges in India. The author found that the nature of job satisfaction and service delivery act as the motivational factor which in turn encourages academic achievement/satisfaction. The study also revealed that the highest motivating factor needed to increase efficiency is ICT. Limo et al (2008) studied the level of job contentment as a prelude to service delivery of library professionals. The study identified that master's degree qualification, salary, sense of belongingness, sense of recognition, hierarchy, career growth and promotions were directly proportionate to job satisfaction and service delivery of Library and Information Science professionals.



Methodology

This study adopted a quantitative method with the use of survey design. Its population comprised all the 234 personnel in the nine university libraries (private, federal and state) located in Osun State, Nigeria (See Table 1). An adapted questionnaire was the instrument used for data gathering. It has three sub-sections namely demographic, Library service delivery scales ($\alpha=0.76$) and Organisational citizenship behaviour ($\alpha = 0.84$). The sub-sections were validated using Cronbach's alpha method before administration. The administration of the instrument and collection of data lasted for a period of four weeks in the month of March, 2023. Of all the copies of the questionnaire administered, 173 copies representing a 73.9% response rate, were found usable for analysis. The data were analysed by the use of frequency counts, percentages, mean, standard deviation and linear regression aided by Statistical Product and Service Solution (SPSS version 21.0). The results are as presented in Tables 1-4.

Table 1: Population of Library Personnel

S/N	University	Professional	Para- Professional	Total
1.	Adeleke University, Ede	10	15	25
2.	Bowen University, Iwo	7	21	28
3.	Fountain University, Osogbo	5	4	9
4.	Joseph Ayo-Babalola University, Ikeji-Arakeji	8	13	21
5.	Kings University, Ode-Omu	2	1	3
6.	Obafemi Awolowo University, Ile-Ife	24	45	69
7.	Oduduwa University, Ipetumodu	4	4	8
8.	Osun State University, Osogbo	14	27	41
9.	Redeemers' University, Ede	9	21	30
Total		83	151	234

Source: Field Survey, 2023

The distribution of population of the library personnel in the selected study area indicated that there are more respondents from OAU, Ile-Ife with the lowest participants from Kings University, Ode-Omu.



Data Analysis and Results

Table 2: Demographic Characteristics of the Respondents

Variable	Category	Frequency	Percentage
Gender	Male	82	47.4
	Female	91	52.6
Age Range	20 – 30	29	16.8
	31 – 40	61	35.3
	41 – 50	60	34.7
	51 – 60	13	7.5
	61 and above	10	5.8
Highest Education	School certificate	10	5.8
	OND	21	12.1
	HND	15	8.7
	BLIS/B.Sc.	71	41.0
	MLIS/MLS/MA	39	22.5
	M.Phil.	5	2.9
	Ph.D.	12	7.0

Source: Field Survey, 2023

The results on gender revealed that the majority of the respondents were females (91; 52.6%). This result implied that there was a little disparity in the gender distribution of library personnel in the selected university libraries, as there were slightly more female library personnel than their male counterparts. Similarly, Table 2 revealed that the highest number of respondents (61; 35.3%) were found in the age bracket of 31-40 years, and the lowest number in 10 (5.8%) were found to be above 61 years of age. This result implied that most of the library personnel were young and in their prime age. As for the highest educational qualifications of the respondents, the result showed that 71(41.0%), constituting the majority, had BLIS/B.Sc. It is worthy of note to state that 12 (7.0%) of the respondents were doctoral degree holders. These results suggest that although, most of the library personnel in the university libraries had BLIS/B.Sc. More than 70% of the library had at least a first degree indicating that the personnel were eminently qualified.

Table 3: Organisational Citizenship Behaviour exhibited by the Respondents

Recognition	VT		T		ST		NT		\bar{x}	St.D
	N	%	N	%	N	%	N	%		
Prize and awards are instituted in my library for personal ingenuity	14	8.1	30	17.3	55	31.8	74	42.8	1.91	0.960
There is a cash reward for extra efforts put forward at work in my library	19	11.0	25	14.5	47	27.2	82	47.4	1.89	1.026
Library employee enjoys liberty in creating an enabling environment for the assigned task	15	8.7	54	31.2	63	36.4	41	23.7	2.25	0.916
Library management is interested in employee welfare	22	12.7	52	30.1	36	20.8	63	36.4	2.19	1.069
	Weighted								2.06	0.992
Incentives	N	%	N	%	N	%	N	%	\bar{x}	St.D
Excess workload is being paid for in my library	13	7.5	23	13.3	6	3.5	131	75.7	1.53	0.986
I am exposed to local and international training for a better fit at work	8	4.6	28	16.2	42	24.3	95	54.9	1.71	0.902
The promotion arrangement in my library enables me to do more at work	18	10.4	35	20.2	33	19.1	87	50.3	1.91	1.058
Library personnel salary is being reviewed periodically to encourage staff hard work and employee retention	16	9.2	48	27.7	25	14.5	84	48.6	1.98	1.067
Employee's welfare is robust for dedication to library tasks	24	13.9	31	17.9	28	16.2	90	52.0	1.94	1.121
	Weighted Mean								1.81	

Source: Field Survey, 2023

KEY: Very True (VT), True (T), Seldom True (ST), Not True (NT).

Decision Rule: if mean = 1.00 – 1.99, True; 2.0 – 2.99 = Sometimes True; 3.00 – 3.99 = True.

Criterion mean = 2.5

The result of OCB by the personnel was presented in Table 3, where the OCB was measured with two indicators of recognition and incentives. From the results, the weighted mean for recognition was 2.06, which was below the criterion mean, indicating that there was a low level of recognition as an OCB index in the university libraries under study. For instance, the majority of the respondents indicated in negative terms that prizes and awards were instituted in libraries for personal ingenuity (\bar{x} = 1.91) and that there was a cash reward for extra efforts put forward at work in their library (\bar{x} = 1.89). This means that as an OCB indicator, recognition in the form of



prizes and awards as well as cash rewards were not dominantly enjoyed by most of the library personnel.

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Similarly, another indicator of OCB which was incentives had a weighted mean of 1.81, indicating a very low level. Specifically, the majority of the respondents claimed through their negative responses to the statements that excess workload was paid for in libraries ($\bar{x} = 1.53$), exposure to local and international training for a better fit at work ($\bar{x} = 1.71$) and that employee welfare was robust for dedication to library tasks ($\bar{x} = 1.94$). This implied that there was a low level of incentives such as payment of excess workload, exposure to local and international training for a better fit at work, and robust employee welfare, among others. It was concluded from the foregoing results that most of the library personnel hardly enjoyed organisational citizenship behaviour in the areas of recognition and incentives; culminating in non-institution of prizes and awards for exceptional performance, cash rewards for extra efforts put in at work, payment for excess workload, among other things.

This finding corroborates Gulsevim (2018), Arif et al. (2017) and Joseph (2016) that OCB is crucial to the enhancement of organisational service delivery. In addition, the issue of job satisfaction as viewed by Nawangsari and Sutawidjaya (2018) further affirms to have a direct and positive effect on OCB. Their affirmation corroborates the findings of the study of Hassanreza (2010), Arif (2017) and Ikonne (2013) and the research of Gulsevim (2018) which proves that job satisfaction affects organisational citizenship behaviour. Factors such as work partners, work environment and a harmonious relationship with colleagues in an organisation have also been reported to influence job satisfaction.

Test of the Hypothesis

The hypothesis was tested using linear regression to ascertain the influence of OCB on service delivery.

Table 4: Influence of Organisational Citizenship Behaviour (OCB) on Service Delivery

Variables	Beta (β)	T	Sig.	R ²	Adj. R ²	F	P
(Constant)		26.812	.000				
Organisational citizenship behaviour (OCB)	.407	5.833	.000	.166	.161	34.019	.000 ^b

Dependent Variable: Service delivery

Predictor: Organisational citizenship behaviour (OCB)

DF (F-Statistic) = 1, 171

DF (T-Statistic) = 172

Significant @ 0.05 level

Source: Field Survey, 2023

The result of the hypothesis is presented in Table 4. The independent variable (Organisational citizenship behaviour (OCB)) was regressed against the dependent variable



(service delivery) using simple linear regression analysis, after keeping to the linear regression assumptions on the data. The result revealed that OCB ($\beta=0.407$, $p < 0.05$) had a positive and

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significant influence on service delivery by personnel in university libraries in Osun State, Nigeria ($F(1, 171) = 34.019$). The null hypothesis is therefore rejected. This result suggests that for service delivery to be optimally achieved, there is the need for the university libraries to have improved OCB for the personnel in university libraries in Osun State, Nigeria. Hence, human resource policies that can promote OCB such as recognition and incentives such that library personnel would be more effective in the discharge of library and information services in university libraries in Osun State, Nigeria.

The finding of the hypothesis reveals that OCB has a significant influence on service delivery by personnel in university libraries in Osun State, Nigeria. This result suggests that for service delivery to be optimally achieved, there is the need for the university libraries to have improved OCB for the personnel in university libraries in Osun State, Nigeria. Hence, human resource policies that can promote OCB such as recognition and incentives that would make library personnel to effectively discharge library and information services in university libraries in Osun State, Nigeria should be in place.

Discussion of the Findings

This finding corroborates Yadav and Punia (2013) that understanding employee performance is very important due to its direct or indirect impact on the success of an organisation and its service delivery. Similarly, the finding aligns with that of Podsakoff et al. (2009), which affirmed that organisation will benefit from encouraging employees to engage in OCB because it has proved to increase productivity, efficiency, customer satisfaction, reduce costs and rates of turnover as well as absenteeism. The findings further align with the submission of Yusuf and Fehintola (2021) that examined the nexus between the reward system and service delivery of librarians in federal universities in South-East, Nigeria. The study concluded that for librarians to provide good service to the library users, library managers should treat the librarians fairly without any feeling of bias regarding their recognition and promotion opportunities as this will enhance good service delivery. The findings is also in line with the submission of Madhusudhan (2011) who noted that the nature of job satisfaction and service delivery act as the motivational factor which in turn encourages academic achievement/satisfaction. The study also revealed that the highest motivating factor needed to increase efficiency is ICT. Limo et al (2008) studied the level of job contentment as a prelude to service delivery of library professionals. The study identified that master's degree qualification, salary, sense of belongingness, sense of recognition, hierarchy, career growth and promotions were directly proportionate to job satisfaction and service delivery of Library and Information Science professionals.

Conclusion

The study established that personnel organisational citizenship behaviour devoid of gender bias is a crucial influencer of service delivery of personnel in university libraries, not only in Osun State but the generality of the university library cycles. There is therefore, the need for all hands to be on deck to ensure that personnel organisational citizenship behaviour is entrenched in university libraries to enhance efficient and effective service delivery on the part of the library



personnel.

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Recommendations

Based on the findings of this study, the following recommendations are made:

1. The university management and the management of the libraries should support staff training as part of organisational citizenship behaviour for the personnel to have both national and international exposure to the world's best practices in library and information service delivery.
2. There should be rewards and recognition for the outstanding performance of the personnel in the library to encourage others to put in their best in terms of service delivery. This could be achieved through monetary and cash rewards as part of the incentives for excellence in service delivery for deserving library staff.

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