Impact of Organisation Citizenship Behaviour on Perceived Job Performance of Librarians

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ABSTRACT-

In this study, the influence of organizational citizenship behavior (OCB) on librarians' perceived job performance was examined. OCB, being a helping behavior plays a positive role in job performance. The study employs the survey research method. Total enumeration was employed to achieve the sampling size. The required data for the investigation were collected using a questionnaire. The study's findings showed that the display of OCB existed among librarians. The perceived job performance of librarians working in public universities in Southwestern Nigeria was high. While altruism, civic duties, courtesy, and sportsmanship were highly displayed by librarians, conscientiousness was rather low among librarians. The study also showed that OCB significantly impacted the perceived job performance of librarians. Conscientiousness was low among librarians; hence, it was recommended that librarians demonstrate conscientiousness through obedience to rules and regulations and a high level of commitment to their jobs.

Keywords: Organisation citizenship behaviour, volunteerism, librarians, job performance, Southwestern, Nigeria

INTRODUCTION

Effective and efficient job performance by librarians can be described as keys to library effectiveness. Motowidlo and Harrisson (2015) define job performance as the totality of the expected value of an individual's behaviour towards his organisation. This embraces all the elements of job performance, which have been delineated into task, organisational citizenship behaviour and counterproductive behaviour by Rotundo (2002). Core task performance is described by Oyedipe and Popoola 2018 as the outcome of personnel input in

terms of actions and behaviour that enable the achievement of overall organisation goals. Though task performance deals with core activities prescribed in the job description that are regarded as basic to the achievement of goals and objectives and that attract remuneration, organisational citizenship behaviour (OCB), on the contrary, is described as helping behaviour manifested by staff without inducement or expectation of reward and that helps the library to actualise its goals and objectives.

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However, efficient job performance cannot be achieved through core task performance alone (Khan et al., 2014; Li Kung and Jah, 2012). It requires, in addition, the display of extra role behaviour referred to as organisational citizenship behaviour (OCB) or contextual performance. These are behaviours that are related to the socio-psychological climate of the library and have to do with the overall health of the library as an entity. OCB complements task performance, which means both are elements of job performance.

The display of organisational citizenship behaviour (OCB) by librarians has an overall benefit for library performance and should therefore attract the attention of library managers. OCB plays a significant role in an organization's health and, as a result, can have a positive impact on employee job performance. When librarians volunteer to perform various activities that can move the library forward, they are actually engaging in OCB, and this has beneficial effects on the overall growth of the library. OCB is based on volunteerism because it is actually not formally rewarded. The absence of OCB among librarians can jeopardise organisation interest, particularly the library's bid to meet the purpose and goals of its parent organization through the delivery of relevant and efficient information services to institutional community members. OCB, as a helping behaviour manifests itself in various dimensions. These are altruism, conscientiousness, courtesy, sportsmanship, and engagement in civil values. These various dimensions of OCB interact directly or indirectly with dimensions of job performance such as work quantity, work quality, discipline, relations with colleagues, and relations with management, which results in efficient performance of daily tasks. The various dimensions of OCB can impact staff performances, and the effect of this could be positive or negative. OCB tends to create added value for the library's wellbeing.

Librarians engage in many activities overtly and covertly, which can be delineated as OCB, to achieve their job performance mandate. They help each other to complete assigned duties, stand in for colleagues at meetings or during

invigilation, help colleagues that are absent from duties, render assistance when there is work pressure on any of the units in the library, mentor junior colleagues, assist users to locate information, and fulfill a host of other responsibilities. The benefits of OCB to any organisation in particular the library, cannot be underestimated. Organ (1988) postulated that OCB improves organisation efficiency and effectiveness through its contribution to resource transformation, innovativeness, and adaptability. Mitonga-Monga, Flotman, and Cilliers (2017) believe that OCB contributes to the expansion and improvement of an organisation hence, it must be accorded the necessary attention.

However, library management seems not to have given much attention to this type of performance during staff evaluation; hence, there is a need to highlight this so that library managers will take cognizance of this when appraising their staff. The essence of this study is to critically assess the effect of OCB on the job performance of librarians. The university system, which runs on committees, requires the display of OCB by its members within the library as an entity and within the university as a whole. Therefore, librarians must display OCB; this will enhance productivity and promote efficiency in the performance of their duties and responsibilities, which in essence leads to the effectiveness of the library. In librarianship, minimal research has been done on OCB and job performance; this has also necessitated the need to delve into this area so as to add to the literature in the field.

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The concept of OCB

According to Al Mahasneh (2015), the concept of OCB, as advocated by Organ (1977), is voluntary action that is not openly or officially acknowledged and compensated financially or in other ways, but it encourages an organization's efficient performance. This concept of OCB was upheld by Organ (1988), Organ and Konisky (1989), and Organ and Lingl (1994). Mitonga, Flotman, and Ciliers (2017) define OCB as discretionary behaviour that does not have any link with the reward system of any organisation but is purposely displayed by staff to achieve organizational goals. Lambert (2006) described it as conduct that exceeds what is normally expected or required as a basic requirement or expectation of one's job description.

Habib (2019) further explains by submitting that the term "organizational citizenship behaviour" (OCB) includes actions that are consistent with the objectives and standards of an organization. The concept's core, antecedents, and dimensions have largely not altered over time, despite the fact that its definition has changed over time. 'Organisational Citizenship Behaviours' (OCBs) is a phrase that was first used in the 1980s. It refers to employee behaviours that are not formally vetted by a set of regulations but that benefit the way the company operates. Employees who feel like citizens of their organization, much like citizens of a state, do voluntary acts that benefit both their fellow employees and the business as a whole. All of these actions share the fundamental trait that the person committing them does not intend to gain anything personally. In today's incredibly complex, rapidly expanding businesses, it is crucial that as many workers as possible participate in actions that exceed their official job descriptions. This can have a major impact on the organization's success in a highly competitive global market. (Grego-Planer, 2019).

Statement of the problem

Globally, job performance is still a crucial indicator of the achievement or otherwise of any organisation, including libraries. To fulfill the mission and vision of academic institutions,

librarians offer professional and academic services (teaching, research, and community services). High job performance is anticipated to be reflected in the services offered by the librarians. However, preliminary research and researchers' observations indicated that Nigerian librarians' job performance was declining. Previous studies established this assertion; Igbinovia and Popoola (2016) found that ineffective job performance had a detrimental impact on the offering of constructive services to library customers in Nigeria. Also supporting the reduction in librarians' job performance are Amusa, Salman, and Ajani (2014). This situation has been reflected in the poor user attendance at libraries, which poses a serious concern for Nigerian library administrations. The effectiveness of librarians' jobs is not an isolated occurrence; rather, it may be predicted by the way that librarians behave in their organizations as citizens. It is expected that where librarians display high levels of organisational citizenship behaviour, efficiency, effectiveness, and productivity will be promoted, and this will translate to high job performance for the librarians. In this context, this study examines how OCB affects librarians job performance.

OBJECTIVES OF THE STUDY

Assess the extent to which librarians in Southwestern Nigerian university libraries exhibited organizational citizenship behavior.

Examine the perceived job performance of librarians in university libraries in Southwestern Nigeria.

Analyze the connection between OCB and librarian job performance in Southwestern Nigerian university libraries.

Research Questions

What is the extent of OCB existence among librarians in university libraries in Southwestern Nigeria?

What is the perceived level of job performance among librarians in university libraries in Southwestern Nigeria?

Hypothesis

There is no significant relationship between organisational citizenship behaviour and the perceived job performance of librarians in university libraries.

REVIEW OF LITERATURE

Organ's (1988) groundbreaking research into the connection between satisfaction and performance led to the emergence of the term "organizational citizenship behavior" (OCB) in the literature. He perceived OCB as another variant of job performance that manifests in discretionary behaviour towards organisation issues by employees without the intention of'being rewarded. Organ, Podsakoff, and Mackenzie (2006) describe OCB as a form of discretionary behaviour not formally required in the workplace. Mitonga, Flotman, and Cilliers (2017) described OCB as going beyond the expected limits of what the organization formally mandates. This means doing those things that favours and support library growth.

OCB can also be referred to as extra-role behaviour. It has to do with employees going the extra mile for the sake of the organization they work for. According to Nwikere (2014), OCB is a behavior that is not a legally binding prerequisite for the job positions described in employment contracts. This description stressed the issue of volunteerism, which is based on personal choice and interest alone. Ali Acaray and Abdulkadir Akturan (2015) described OCB as voluntary actions that directly promote the effective operations of an organisation without much influence on employees' productivity. This behaviour projects the social and psychological climate of an organisation.

According to Paille (2015), OCB is not assessed by organisations, so it's not being

displayed by individuals, which is less risky. This is because it is not mandatory, unlike task performance. Though not mandatory, when it is displayed, it shows the degree of dedication an employee has to the organisation. Employees that exhibit OCB typically do so in the organization's best interests and are implicitly encouraged to do so since it has a good effect. This was corroborated by Li Kung and Jah (2012) when they reiterated that OCB is increasingly being rewarded by managers in personnel appraisals through response to attitudinal observation of personnel. Opeke and Akinola (2019) found out that organisational citizenship behaviour display is very limited among librarians in collegial settings, while school librarians displayed a higher degree of OCB, according to Elkins J. Aaron (2015).

Research in these fields has concentrated more on the antecedents of OCB. These include Bateman and Organ (1983) and Organ and Lingl (1995). According to Nwibere, 30 dimensions of OCB were delineated in the literature, while Organ (1988) and Nwibere (2014) adopted the 5 dimensions of OCB in their study, which was adopted as the fulcrum of this study. These are:

Altruism has to do with volunteering to help others in completing assigned tasks intentionally without expecting reward or gain from such activity;

Conscientiousness is that behaviour that goes beyond officially designated roles, such as performing overtime, and is not monetarily rewarded.

Courtesy is a behavioural tendency that accords customers or users some element of respect during interactions.

Sportsmanship is the propensity of an individual to undertake some task without complaining, like solving disputes among employees, and the readiness to imbibe criticisms, including the ability to minimise loss for the organisation.

Civic values are behaviours that have to do with being concerned with organisation issues and wellbeing, being responsible towards the organisation, and protecting organisation interests and facilities.

Benefits of OCB

OCB has been found to be beneficial to organisation generally. Cohen and Vigoda (2000) in Chughtai Aamir Ali (2008) listed the benefits accrued from OCB as improvement in co-worker/managerial productivity, efficient use of allocated resources, reduction in the cost of maintenance, and overall improvement in organisation attractiveness. According to Shaad (2019), OCB promotes staff and users' relationships by enhancing the confidence of users in the ability of the library to meet their needs. Also, OCB influences interactions among co-workers positively. Akinbode (2011) found that OCB impacted on organisational effectiveness.

Manzoor (2015), as cited by Ndoja and Malekar (2020), outlined three primary advantages of OCB to employees who engage in it:

Managers prefer to provide better performance reviews to workers who participate in OCB.

The second benefit, which results in gains like pay raises and advancement in a career as a result of the excellent performance evaluation, is derived from the preview benefit.

When the company is downsizing, these employees will be less likely to be let go.

Job Performance

Job performance, an increasingly common concept in managerial psychology, has emerged as a crucial indication for determining whether an organization including university libraries will succeed or fail. Job performance has been

described as the overall anticipated worth of a person over time. Igbinovia and Popoola (2016) describe work performance as a collection of employee behaviors that can be observed, measured, and appraised and should be in line with the company's objectives. Andy Schmitz (2012) also defines job performance as the level to which employees successfully meet their job description expectations. He identified measures of job performance to include work quality, work quantity, accuracy, speed, and the overall effectiveness of the individual on the job. According to Schmitz (2012), job performance is essential in any organisation and this is why this construct is evaluated by managers because the crux of employing an individual is to perform assigned tasks, responsibilities, or duties effectively. The extent to which this is well done forms the basis of promotion, reward, added responsibilities, or dismissals from the job.

Odunewu and Haliso (2019) observe that job performance, a common idea in managerial psychology, has emerged as a key indicator for gauging the likelihood of success or failure for any organization, including university libraries. In a study on the evaluation of librarians' job performance in South east by Obinna and Unuegbu (2019), findings showed that job performance among librarians was high. A 2013 study by Amusa, Iyoro, and Ajani examined the performance of librarians at Southwest Nigeria's public universities. When taking into account factors like professional conduct, commitment to the library's development as a whole, the capacity to respond quickly to client demands, and meeting the minimal requirements for progression, their analysis revealed a fair job performance. In Nigerian colleges of education, Oyewole and Popoola (2013) looked into the extent of the job performance of the library employees. The findings revealed that library staff performed at

a reasonable level on the job, with a mean score of X = 55.68 and a standard deviation of 5.25. It is therefore desirable to probe into the contributions of organisational citizenship behaviour to librarians' job performance in Southwestern Nigeria.

OCB and job performance

According to Khan et al. (2019), organizational citizenship behaviour is a requirement for effective organizations. Regular behaviours alone are not enough for organizations, according to Al-Madadha (2021). Innovation and ongoing change depend on actions outside the scope of job descriptions. Not only is such unusual behaviour required for creativity, but it is also required for subsistence (Pohl et al., 2019). Another function that OCB can do within organizations is to facilitate social connection by acting as a structure for providing platforms for collaboration in times of need or while aiming for change (Haque et al., 2019). According to Devece et al. (2016), OCB improves organizational performance and production by reducing conflict and fostering teamwork.

Human resources in any organisation especially the library, are considered an important asset required for organisational success (Oyedipe, 2020). Librarians' performance on the job is crucial to the attainment of library goals and objectives. Though OCB is not formally rewarded, its impact on performance cannot be wished away. According to Banahene, Ahudey, and Asamoah (2017) and Dagomie (2018), employers are very interested in employees who engage in both in-role and extra-role behaviour. Most organisations value this behaviour among their employees because it enables them to achieve maximum success. The need for staff to display OCB hinges on the fact that employees are the greatest asset of any organisation whether it is production-based or service-based. OCB impacts organisation

efficiency positively through an increase in production as well as an improvement in the quality of services being rendered.

According to Nasir, Mohammadi, Wan Shahrazad, Fatimal, Khairudin, and Halim (2011), it was discovered that OCB enhances effectiveness and efficiency. Al Mahasneh (2015), in his research on the impact of OCB among Greater Amman Municipality workers, found that OCB factors were found to have a significant impact on the job performance of workers. Mallik, Eeman, Kumar. Teware, and Jena (2020), in their study on OCB, job performance, and human resources practices, deduced that OCB had a significant relationship with job performance among its various dimensions. Altruism behaviour is significantly related to job performance, while civic virtues are not. Dagomie (2018) studied OCB and employee performance in a Nigerian deposit money bank, and findings showed that OCB strongly relates to employee job performance. It was suggested that managers should encourage the foisting of OCB policies and structures in the workplace so that it would encourage its display among workers, which would eventually result in enhanced job performance. The literature reviewed traces the origin of OCB and considers it highly beneficial to organisations' wellbeing. This study acknowledges that though OCB is a discretionary behaviour nevertheless, it must obviously be rewarded by library managers in whatever form they deem it fit. Most of the of the literature reviewed is based on other organisations, very little is based on the library, and this constitutes gaps in the literature that this current study intends to fill.

METHODOLOGY

The study's goal was to assess how OCB affected librarians in Southwestern Nigeria in the performance of their jobs in public university libraries. The study used a correlation-type survey research approach. 237 librarians from public university libraries in Southwestern Nigeria made up the study's population. Due to the manageable size of the population, total enumeration was employed to calculate the sample size. The data were gathered using a self-created questionnaire. 229 questionnaires were administered over a period of 12 weeks; 217 of the administered questionnaires were retrieved, while only 205 returned questionnaires were completely completed and found usable for analysis for the study. The Pearson Moment Correlation technique and descriptive statistics tools like frequency, mean, and standard deviation were used to analyse the data.

ANALYSIS AND INTERPRETATION OF DATA

Table 1 presents the demographic distributions of academic librarians in public universities in Southwestern Nigeria in terms of gender, age, highest level of education, cadre, department or unit, and work experience. The findings above indicated that 70, representing about 34.1% of the respondents, were male, while 135, representing about 65.9%, were female. Also, 90, representing about 4(3.9%) of the academic librarians, had a PhD degree, 105, representing about 51.2%, had a master's degree, and 10 (4.9%) had a bachelor's degree in librarianship. Based on work experience, 20(9.8%) had between 1-5 years of experience, 20(9.8%) also had between 6-10 years of work experience, 40(19.5%) had between 11-15 years of work experience, 55(26.8%) had between 16-20 years of experience, 40(19.5%) had between

Table 1: Demographic Characteristics of Respondents (N= 205)

Demographic Details	**Frequency (f)**	**Percentages (%)**
Gender		
Male	70	34.1
Female	135	65.9
Highest Educational Level		
PhD	90	43.9
MLS	105	51.2
BLS	10	4.9
Work Experience(years)		
1-5	20	9.8
6-10	20	9.8
11-15	40	19.5
16-20	55	26.8
21-25	40	19.5
26-30	10	4.9
31 or more	20	9.8
Age Group		
30 years or less	10	4.9
31-40 years	30	14.6
41-50 years	70	34.1
51-60 years	85	41.5
Above 60 years	10	4.9

Job Status		
Deputy University Librarian	10	4.9
Principal Librarian	40	19.5
Senior Librarian	55	26.8
Librarian I	40	19.5
Librarian II	60	29.3
Units/Department		
Administrative	10	4.9
Collection development	35	17.1
Technical	50	24.4
Circulation	45	22.0
Serials	15	7.3
Media/e-library	35	17.1
Reference	15	7.3

21-25 years of experience, and 10(4.9%) had between 26-30 years of work experience, while 20(9.8%) had above 30 years of experience. In terms of age group, the majority were between 51 and 60 years of age, as indicated by 41.5%, followed by 41–50 years as indicated by 34.1%, and then by 31–40 years as indicated by 14.6%. This was followed by age 30 years or less and above 60 years of age, as indicated by 4.9% and 4.9%, respectively. Based on job status, the majority were senior librarians, as indicated by 26.8%, followed by librarian II, librarian I, and senior librarians, as indicated by 29.3%, 19.5%, and 26.8%, respectively. Consequently, in accordance with department or unit, 10 (4.9%) were in the administrative department, 35 (17.1%) were in acquisition, 50 (24.4%) were in the technical unit, 45 (22.0%) were in reader

Table 2: Descriptive statistics showing the extent of OCB existence among librarians.

S/N	Organisation Citizenship Behaviour	Mean	STD	Remark
	Altruism			
1	I assist those who are not at work	2.56	1.43	High Extent
2	I assist people with heavy workloads.	3.20	0.87	High Extent
	Criteria Mean = 2.50; Average Mean	**2.88**		**High Extent**
	Conscientiousness			
3	I obey rules and regulations out of necessity	2.29	1.25	Low Extent
4	I work several hours without looking for compensation	2.49	1.52	Low Extent
	Criteria Mean = 2.50; Average Mean	**2.39**		**Low Extent**
	Sportsmanship			
5	I assist supervisors when and when not required	2.78	1.35	High Extent
6	I fulfil my responsibility as specified in my job description	3.59	0.50	Very High Extent
	Average Mean	**3.19**		**High Extent**
	Courtesy/Gesture			
7	I take into account how my activities will affect my coworkers.	3.39	0.49	High Extent
8	I take undeserved work breaks	1.78	0.96	Low Extent
	Criteria Mean = 2.50; Average Mean	**2.59**		**High Extent**
	Civic			
9	I attend functions that are not mandatory but useful for promoting and boosting the image of the library	3.15	0.48	High Extent

10	I volunteer to do extra work or resolve issues whenever they emerge.	3.39	0.49	High Extent
	Criteria Mean = 2.50; Average Mean	**3.27**		**High Extent**
	Criteria Mean = 2.50 Grand Mean	**2.86**		**High Extent**

Source: Authors' computation (2023)

services, 15 (7.3%) were in the reader services, 15 (7.3%) were in the serials department, and 35 (17.1%) were in the e-library unit, while 15 (7.3%) were reference librarians.

Research Questions

One: What is the extent of OCB existence among librarians in university libraries in Southwestern Nigeria?

Table 2 presents the descriptive statistics showing the extent of the existence of organisation citizenship behaviour among librarians in public universities in Southwestern Nigeria. From the above, organization citizenship behaviour was grouped into five (05) major constructs, with each construct having two items. From the perspective of altruism, the extent of OCB existence among academic librarians was high (= 2.88). Also, in terms of conscientiousness, the extent of OCB existence among academic librarians was low (= 2.39).

In addition, based on sportsmanship, the extent of OCB existence among academic librarians was high (= 3.19). Equally, in relation to courtesy and gesture, the extent of OCB among academic librarians was high (= 2.59). Consequently, in terms of civics, the extent of OCB existence among academic librarians was high (= 3.27). Nevertheless, based on the criteria mean of 2.50, which is less than the grand mean of 2.86, it can be concluded statistically based on the fact figures presented

above that the extent of the existence of organisation citizenship behaviour among librarians in public universities in Southwestern Nigeria was high.

Two: What is the perceived level of job performance among librarians in university libraries in Southwestern Nigeria?

Table 3 presents the descriptive statistics showing the perceived level of job performance among librarians in university libraries in Nigeria. Based on the above, the job performance of academic librarians was grouped into five (05) major constructs, of which each construct has three (03) items, each using four (04) Likert scale ratings. In terms of quantity, the job performance of academic librarians was perceived as low (= 1.51).

Also, based on quality, the job performance of academic librarians was perceived as high (= 2.98). Again, based on discipline, the job performance of academic librarians was perceived as high (= 3.39). More so, when talking about relationships among colleagues, the job performance of academic librarians was perceived as high (= 2.85). Furthermore, based on the relationship with system management, the job performance of academic librarians was perceived as high (= 3.38). Nonetheless, when comparing the ground mean of 2.87 with the criteria mean of 2.50, one can deduce that the level of job performance among librarians in university libraries was perceived as high.

Table 3: Descriptive statistics showing the level of job performance among librarians.

S/N	Performance Scale	Mean	SD	Remarks
	Quantity			
1	My output exceed expectation	2.73	1.32	High
2	I consistently set attainment goals to guide my output	2.95	1.07	High
3	My output is below expectation	1.51	1.14	Low
	Criteria Mean = 2.50; Average Mean	**2.40**		**Low**
	Quality			
4	I carry out the duties listed in my job description.	3.59	0.50	High
5	I complete work schedule appropriately	3.54	0.50	High
6	I don't do everything I'm supposed to do on the job.	1.80	0.98	Low
	Criteria Mean = 2.50; Average Mean	**2.98**		**High**
	Discipline			
7	I observed laid down rules and regulations pertaining. to my work	3.39	0.74	High
8	I frequently neglect necessary tasks.	1.51	0.75	Low
9	If I'm going to be late or absent from work, I'll let my colleagues know.	3.39	0.49	High
	Criteria Mean = 2.50; Average Mean	**2.76**		**High**
	Relation among Colleagues			
10	I care about my coworkers on a personal level.	3.24	0.89	High
11	My relationships with coworkers are good.	3.49	0.93	High
12	I avoid giving helping hands to my colleagues with heavy workloads	1.80	1.05	Low

	Criteria Mean = 2.50; Average Mean	**2.85**		**High**
	Relation between Employee/ Management			
13	I offer pragmatic solutions to problems encountered on the job	3.20	0.68	High
14	I safeguard library resources from theft and destruction	3.46	0.50	High
15	I obey rules and regulations binding my work	3.49	0.51	High
	Criteria Mean = 2.50; Average Mean	**3.38**		**High**
	Criteria Mean = 2.50; Grand Mean	**2.87**		**High**

Source: Authors' computation (2023)

Hypothesis

There is no significant relationship between organisation citizenship behaviour and the perceive job performance of librarians in university libraries in Southwestern Nigeria The result in Table 4 above presents the correlation matrix showing the relationship between organisation citizenship behaviour (OCB) and perceived job performance (JP) among librarians in university libraries in Southwestern Nigeria. The findings above revealed a significant outcome. This outcome implies that there is a significant relationship between organisation citizenship behaviour (OCB) and perceived job performance (JP) among librarians in university libraries in Southwestern Nigeria (r = 0.578; p < 0.05). Hence, the hypothesis of no significant relationship is rejected by the above findings.

FINDINGS AND CONCLUSION

The outcome of this study revealed that OCB existed among librarians working in public university libraries in Southwestern Nigeria. This is in consonance with Opeke and Akinola's 2019 report, which reported that the existence of OCB among librarians is limited to a certain extent. The study is also in tandem with the findings of Elkins (2015), who reported the existence of OCB among school librarians. The result revealed that librarians display some helping behaviours at work. Among the five major constructs of OCB, conscientiousness was rated low, while altruism, sportsmanship, courtesy, and civics were rated high. Librarians need to boost their level of conscientiousness through obedience to rules and regulations and by being able to sacrifice for the sake of the library.

It was revealed that the level of perceived job performance of librarians in public university libraries was high. This is in consonance with the findings of Obinna and Unuegbu (2019), who reported high task performance among librarians in universities in the southeast of Nigeria. All indicators of perceived job performance were rated highly except job quantity, which was rated low. Librarians need to do more about putting more effort into attaining their set goals as well as increasing their output on the job.

Further findings from the study revealed a significant relationship between OCB and job

Table 4: Correlation Analysis showing relationship between organisation citizenship behaviour (OCB) and the perceive job performance (JP)

Variable	N	mean	SD	OCB	JP
OCB	205	28.61	4.64	1	
JP	205	43.10	4.93	.578*	1

Source: Authors' computation (2023)

performance. This is in line with the findings of Mallik, Eeman, Kumar Teware, and Jena in their study on OCB and job performance, which reported a significant relationship between OCB and job performance among human resources personnel at the level of altruism. This was also corroborated by Al Mahasneh (2015), who reported a significant impact of OCB on job performance among Greater Amman Municipality workers. This is an indication that OCB can impact job performance positively.

The study has revealed that OCB exists among librarians in public university libraries in Southwestern Nigeria. Even though the attainment of tenure among librarians is competitive in nature due to the publish or perish syndrome, librarians still assist, mentor, and work together as a team to achieve the goals of providing information and services to users. The display of OCB among librarians helps to improve organisation climate, which has a positive impact on the library as a learning environment. Moreover, librarian job performance has been discovered to be high. This is a reflection of the team spirit with which librarians performed their assigned duties. When there is a positive organisation climate, productivity will surely be enhanced. OCB impacts performance significantly and positively because it is an element of job performance that cannot be wished away.

In light of the findings, OCB elements, especially conscientiousness, should be encouraged among librarians. This is because non-adherence to rules and regulations can only lead to chaos and disorderliness. This is the least expected in the library. Strict adherence to rules and regulations will prompt the achievement of goals and objectives and impact the library positively. Librarians should also be highly committed to the achievement of library goals and must be interested and sacrificial in matters that will move the library forward. Library managers, as a matter of fact, must ensure librarians display OCB because it plays a significant role in achieving better job performance and a better image for the library.

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