Job Motivation and Organisational Citizenship Behaviour of Library Personnel in State Universities in Southwest, Nigeria

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Abstract

This study established the relationship between Job Motivation and Organisational Citizenship Behaviour of Library Personnel in State Universities in the Southwest, Nigeria. The study adopted descriptive research of the survey type. The population for the study consisted 340 library personnel from six state university libraries in Southwest, Nigeria. Total enumeration approach was adopted to cover all the 340 library personnel in the study area. The instrument for data collection was questionnaire. Descriptive and Inferential statistics were used to answer the research questions and test the stated hypotheses with the aid of statistical product and service solution (SPSS) version 20.0 at 0.05 level of significant. The findings indicated that respondents had a high level of job motivation and organisational citizenship behaviour. It also revealed that job motivation ($r = .484$; $p<0.05$) has significant positive relationship with organisational citizenship behaviour of library personnel in the state universities in Southwest, Nigeria. The study concluded that a significant positive relationship between job motivation and OCB, with both intrinsic and extrinsic motivation playing important roles and that motivated employees are more likely to engage in OCB, which can benefit the organisation as a whole. The study therefore recommended that organisations should focus on enhancing job motivation among employees, so as to increase level of organisational citizenship behaviour.

Keywords: Job Motivation, Library Employee, Organisational Citizenship behaviour

Introduction

The relationship between job motivation and organisational citizenship behaviour (OCB) among library personnel is a critical area of study that has garnered significant attention in organisational psychology and management literature. Job motivation, defined as the drive or desire to engage in work-related tasks, has long been recognised as a key determinant of employee behaviour and performance (Deci & Ryan, 2000). Organisational citizenship behaviour, on the other hand, refers to discretionary, extra-role behaviours that are not formally rewarded but contribute to the effective functioning of an organisation (Organ, 1988). These behaviours include helping colleagues, volunteering for additional tasks, and promoting a positive work environment (Podsakoff, MacKenzie, Paine and Bachrach, 2000). Understanding the relationship between job motivation and OCB is essential for organisations seeking to improve employee engagement, productivity and overall organisational performance.

Several theoretical frameworks have been proposed to explain the relationship between job motivation and OCB. Self-determination Theory (SDT) posits that individuals are motivated to behave in ways that fulfill their psychological needs for autonomy, competence and relatedness (Deci & Ryan, 2000). According to Self-determination Theory, employees who are intrinsically motivated, meaning they find their work inherently rewarding and enjoyable, are more likely to engage in organisational citizenship behaviour as a means of self-expression and fulfillment (Ryan & Deci, 1985). In contrast, employees who are extrinsically motivated, driven by external rewards such as salary or recognition, may be less likely to engage in OCB unless these behaviours are incentivised.

Empirical studies have provided support for the relationship between job motivation and organisational citizenship behaviour. For example, a study by Adegoke and Oyebade (2022) found a positive relationship between job motivation and OCB among library employees in public universities in Nigeria. Similarly, Ibrahim and Abubakar (2023) found that leadership styles, which are closely linked to job motivation, significantly influenced employees' job motivation and, consequently, their OCB. These findings highlight the importance of creating a work environment that fosters job motivation, as it can positively impact employees' willingness to engage in OCB. In conclusion, job motivation, influenced by factors such as intrinsic and extrinsic rewards, plays a crucial role in determining employees' willingness to engage in OCB.

Statement of the Problems

Despite extensive research in various organisational settings, there remains a significant gap in our understanding of these dynamics specifically within library contexts. Libraries serve as unique organisational environments with distinct cultures and structures, necessitating a deeper exploration of how job motivation and organisational citizenship behaviour manifest among library personnel. One key aspect that merits investigation is the influence of leadership styles on job motivation and OCB in libraries. While transformational leadership has been widely acknowledged as a catalyst for employee

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engagement and OCB in general organisational settings (Bass & Riggio, 2006) its impact on library personnel remains relatively unexplored.

Furthermore, there is a pressing need to examine the relationship between job motivation, OCB and organisational outcomes specific to libraries. While existing research has demonstrated the positive impact of job motivation and OCB on organisational performance (Podsakoff, MacKenzie, Paine and Bachrach, 2000). Further studies are needed to understand how these factors specifically influence the performance and effectiveness of libraries. This includes exploring their impact on service quality, user satisfaction and overall library effectiveness. Addressing these gaps in the literature is paramount for developing strategies to enhance job motivation and OCB among library personnel. Libraries are confronting numerous challenges, including budget constraints, technological advancements and evolving user expectations. A motivated and engaged workforce is indispensable for libraries to navigate these challenges and thrive in a rapidly changing landscape. Therefore, identifying effective strategies to enhance job motivation and OCB among library personnel is critical for ensuring the long-term success and sustainability of libraries. Hence there is the need for research to bridge the gaps in the relationship between job motivation and OCB among library personnel.

The major purpose of this study is to examine Relationship between Library Employees' Job Motivation and organisational citizenship baheviours in Southwest Nigeria. Specifically, this study intends to;

1.	find out the level of job motivation of library personnel in the state universities in Southwest, Nigeria;

2.	determine the level of organisational citizenship behaviour demonstrated by library staff in state universities in Southwest, Nigeria and

3.	find out the relationship between job motivation and organisational citizenship behaviour of library personnel in the state universities in Southwest, Nigeria

Review of Related Literatures

A review of related literature to job motivation of library personnel in Nigerian universities, organisational citizenship behaviour, self-determination theory, job motivation and organisational citizenship behaviour of library personnel in university libraries in Nigeria was conducted.

Job Motivation of Library Personnel in Nigeria Universities

Job motivation among library personnel in Nigerian universities is a critical area of study due to its significant impact on employee performance, job satisfaction and organisational effectiveness. Job motivation is a complex construct influenced by various factors, including individual needs, organisational culture and leadership styles. In Nigeria, where universities face challenges such as limited resources, infrastructure deficits and bureaucratic hurdles, understanding and enhancing job motivation among library personnel is crucial for improving library services and overall educational

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outcomes. One of the key factors influencing job motivation among library personnel in Nigerian universities is the level of financial remuneration. Adequate and timely payment of salaries and benefits is essential for meeting the basic needs of employees and ensuring their job satisfaction (Brown & Jones, 2019). However, many Nigerian universities face challenges with delayed salary payments and inadequate remuneration, which can negatively impact the job motivation of library personnel (Ogunsola, 2017). To address this issue, universities need to prioritise competitive and fair compensation packages for library staff.

Another important factor influencing job motivation among library personnel is the availability of opportunities for career advancement and professional development. In Nigeria, where career progression can be slow and bureaucratic, providing library personnel with opportunities for training, skill development and career growth is crucial for keeping them motivated and engaged (Jackson, 2015). Universities should invest in training programs, workshops, and conferences to enhance the professional skills and knowledge of library staff, thereby increasing their job motivation (Lee et al., 2018).

Moreover, the work environment plays a significant role in shaping job motivation among library personnel. A positive work environment characterised by supportive colleagues, good working conditions and access to necessary resources can enhance the job motivation of library staff (Ogunsola, 2017). Conversely, a negative work environment marked by conflict, poor communication and lack of support can demotivate employees and impact their performance (Ezeani & Okafor, 2018). Therefore, universities should strive to create a conducive work environment that promotes job satisfaction and motivation among library personnel.

Organisational Citizenship Behaviour (OCB)

Organisational Citizenship Behaviour (OCB) refers to discretionary, extra-role behaviours that employees engage in to contribute to the overall functioning and effectiveness of an organisation (Organ, 1988). OCB encompasses behaviours such as helping colleagues, volunteering for additional tasks and participating in organisational activities beyond what is formally required. That is, employee voluntary activities that are not part of their formal tasks and are not explicitly addressed by the formal organisational incentive system, despite the fact that they improve the organisation's overall success (Organ, 1988). OCB is important because it can positively impact organisational performance, employee morale and overall workplace atmosphere. In the context of library personnel in Nigerian universities, OCB can manifest in various ways. For example, library staff may voluntarily assist colleagues in completing tasks, such as cataloging or shelving books, even if it is not part of their formal job responsibilities. They may also take the initiative to improve library services, such as organising book displays or creating user-friendly guides for library resources. In addition, library personnel may participate in professional development activities or serve on committees to contribute to the improvement of library operations and services (Organ, 1997).

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Several factors can influence OCB among library personnel in Nigerian universities. Job motivation, as discussed earlier, plays a significant role, as employees who are highly motivated are more likely to engage in OCB (Podsakoff et al., 2000). A supportive organisational culture that values and recognises OCB can further enhance these behaviours among library staff (Ogunsola, 2017). Research by Podsakoff, MacKenzie, Moorman and Fetter (1990) also emphasises the influence of cultural values on OCB, suggesting that the manifestation of OCB may vary across cultures. Therefore, to promote OCB among library personnel in Nigerian universities, it is essential for university management to create a conducive work environment that encourages and rewards these behaviours. This can be achieved through policies that recognise and appreciate OCB, such as formal recognition programmes or incentives for outstanding contributions. Also, fostering a culture of teamwork, collaboration and mutual support can encourage employees to engage in OCB as they perceive their efforts as contributing to the greater good of the organisation.

Self-Determination Theory (SDT)

Self-Determination Theory (SDT) is a psychological framework that focuses on the motivation behind people's choices and behaviours. SDT posits that individuals are motivated by three innate needs: autonomy, competence and relatedness (Deci & Ryan, 2000). Autonomy refers to the need to feel in control of one's actions and decisions, competence is the need to feel capable and effective in one's pursuits and relatedness is the need to feel connected to others and to belong. In the context of library personnel in Nigerian universities, SDT can help explain their job motivation and behaviour. For example, library staff who are given autonomy in how they organise their work or interact with library users may feel more motivated and engaged in their tasks.

Similarly, providing opportunities for staff to develop their skills and knowledge can enhance their sense of competence and job satisfaction. Additionally, fostering a sense of community and collaboration among library personnel can fulfill their need for relatedness, leading to increased job motivation and engagement (Deci & Ryan, 2000). Applying SDT in the management of library personnel in Nigerian universities can have several benefits. By understanding and supporting employees' innate needs for autonomy, competence and relatedness, university management can create a work environment that promotes job satisfaction, engagement and performance. In conclusion, Self-Determination Theory (SDT) provides a valuable framework for understanding and promoting job motivation among library personnel in Nigerian universities.

Job motivation and organisational citizenship behaviour of library personnel in university libraries

Employee engagement, according to Shaaban (2018) is a critical quality that has a significant positive reaction on motivation and organisational citizenship behaviour, as well as within the concept of organisational citizenship behaviours. That is, employees perceived that their commitment to work

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with effort to achieving organisational goals should be commensurate with the reward the organisation will award them, which is the expectation of good salaries and wages. There is a substantial association between motivation and organisational citizenship behaviour. Motivation is a critical topic in organisations. Other considerations include the influence of motivation on attitudes at work and its importance in organisational life and OCB is impacted by this factor. To understand OCBs, one must have a thorough understanding of motivation and work attitudes (Gregory, 2019).

Furthermore, the expectation of future benefits contributes to workers' OCB (Wang, 2019). Researchers are concentrating on three incentive paradigms: power, accomplishment and affiliation incentives. The accomplishment incentive and the connection motive both contributed significantly to OCB's humanitarian course. However, the desire for power increased people's awareness of the negative aspects (Blakely, 2013). Because of these factors, determining if and why OCB would align with performance reviews was simple.

Kumari and Thapliyal (2017) stressed that organisational citizenship behaviour is very important for organisational functioning. Employee's extra role behaviour enables managers to devote more time on strategic activities, better utilisation of organisational resources, making organisations a better place to work and thereby resulting in smooth running of the business. Moreover, study by Shaaban (2018) established that the motivation with engagement is caused by organisational citizenship behaviour, whereas engagement is defined as the act of mediating a connection with the condition of preparing an employee for a certain work and making them aware of what is expected of them. Employees that are driven are more likely to participate and achieve extra roles and behaviours as organisational citizens, according to Shaaban (2018), since they are motivated to complete their role and do their job efficiently.

Methodology

Survey research of the correlational type was used as the most appropriate design to obtain a large sample size (Babbie, 1995). The survey method is the most commonly used method in social sciences research (Ary, Jacobs, and Razavieh, 1996), as well as library and information science research (Barnard, 2000). The survey method is best suited for this study because it helped the researcher to elicit respondents' information or collected the necessary data from the large population of library personnel in the State universities in Southwest, Nigeria, which is the study's focus. The research target population was 340 library personnel from state university libraries in Southwest, Nigeria. The personnel are classified as Librarians or professionals, library officers, library assistants or non-professionals. These libraries were located in the states of Oyo, Ogun, Lagos, Ondo, Osun and Ekiti. The list of accredited and functional staff population in each library was obtained through visitation and personal contacts.

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Sampling technique and sample size

Total enumeration approach was adopted to cover all the 340 library personnel in the six state universities in Southwest, Nigeria. An enumeration and study of an entire population at much less cost, with greater efficiency, and some times greater accuracy (Kerlinger, 2000).

Research instrument(s)

Questionnaire was the primary data collection tool. The Job Motivation and Organisational Citizenship Behaviour of Library Personnel Questionnaire was the name of the survey (JMOCBLP). A through C were the three sections of the questionnaire.

Section A: The demographic information collected from respondents includes gender, age, occupation, library name, marital status, highest educational background and designation. The questionnaire mostly include Likert-type items, which will be rated on a four-point scale as follows: SA= Strongly Agreed = 4, A= Agreed = 3; D= Disagreed = 2, SD=Strongly Disagreed = 1. Aside from the demographic information, the questionnaire includes four subscales. The following are the descriptions of these subscales:

Section B: Job motivation of library personnel: A 25-item adaptation of Idiegbeyan-Ose et al. (2019) linked between employee motivation and job satisfaction of staff in public university libraries in Nigeria. A four-point Likert scale was used, with responses ranging from (4) Strongly Agreed, (3) Agreed, (2) Disagreed, (1) Strongly Disagreed. Using the Cronbach-alpha method, the scale has a reliability coefficient of 0.84.

Section C: The extent to which library employees display organisational citizenship: An adaptation of 20 items from Opeke and Akinola's (2019): Impact of Organisational Citizenship Behaviour on Job Burnout among Librarians in University Libraries in Nigeria. A five-point Likert scale was used, with responses ranging from (1 to 4). The following scales were used: Very high extent (4), High extent (3), Moderate extent (2) and Low extent (1). Using the Cronbach-alpha method, the scale has a reliability coefficient of 0.88.

Validity and reliability of research instrument

The degree to which an instrument actually measures the variable(s) being measured is referred to as validity (Babbie, 1995). "Validity is a more important and comprehensive characteristic than reliability," Ary et al. (1996). The developed job motivation and organisational citizenship behaviour of library personnel was tested for construct and content validity. To ensure the instrument's content validity, the questionnaire was reviewed and corrected for face validity by the project supervisor and four other lecturers from the Department of Library, Archival and Information Studies. This allowed necessary amendments to be made in the questionnaire, before it was finally administered on the respondents and tested for reliability. The instrument was pre-tested on library personnel at Kwara State University, Malete, Ilorin, in order to determine its reliability. These are set of respondents outside the

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study population, from which reliability coefficient was obtained for the instruments. This research adopted a questionnaire with standardised scales, which had been widely used by researchers in various studies and a self-structured questionnaire. Two subscales were contained in the Questionnaire with their reliability coefficients job motivation and organisational citizenship behaviour among library personnel.

Method of data analysis

The data was coded and analysed using the descriptive and inferential statistics software application Statistical Package for the Social Sciences (SPSS). To address research questions 1–5, inferential and descriptive statistics such as frequency, tables, percentages, mean and standard deviation was employed. Hypotheses 1 through 6 were investigated using Pearson's Product Launch Correlation, whereas research question 4 and hypothesis 4 were investigated using multiple regression analysis. This helped to discover if there were statistically significant relationship and relative contribution of the job motivation to organisational citizenship behaviour of library personnel in State universities in Southwest, Nigeria.

Results

Answers to research questions

Research question one: What is the level of job motivation of library personnel in the state universities in Southwest, Nigeria?

The analysis and discussions on the prevailing job motivation of library personnel in the state universities in Southwest, Nigeria presented in Table 1.

Table 1: The job motivation of library personnel in Nigeria's Stateuniversities

S/N	Items		SA	A	D	SD	$\bar{x}$	Std. Dev.
			Intrinsic Motivation					
1	There is opportunity to use my ability in the library		98 29.70%	184 55.80%	24 7.30%	24 7.30%	3.08	.810
2	I have a sense of challenge and achievement in the library		110 33.30%	191 57.90%	29 8.80%	0 0.00%	3.25	.602
3	There is positive recognition for staff in the library		116 35.20%	167 50.60%	45 13.60%	2 0.60%	3.20	.687
4	I am treated in caring and considerate manner by myboss		58 17.60%	104 31.50%	57 17.30%	111 33.60%	2.33	1.118
5	My work experience enhancesmy effective job performance		37 11.20%	111 33.60%	53 16.10%	129 39.10%	2.17	1.073
6	My job skills enhance my satisfaction in this		48	129	73	80	2.44	1.013

		SA	A	D	SD		
	information age	14.50%	39.10%	22.10%	24.20%		
7	The higher degrees I acquired energize me to be more effective in the library work	41	142	81	66	2.48	.949
		12.40%	43.00%	24.50%	20.00%		
8	I am given a higher responsibility in the library	46	120	75	89	2.37	1.027
		13.90%	36.40%	22.70%	27.00%		
9	My job gives me self-fulfillment	83	107	49	91	2.55	1.143
		25.20%	32.40%	14.80%	27.60%		
10	My job gives me prestige among people	72	139	58	61	2.67	1.015
		21.80%	42.10%	17.60%	18.50%		
Weighted mean=2.65; std.dev=0.94							
Extrinsic Motivation							
11	There is room for training and career development in the library	157	142	31	0	3.38	.652
		47.60%	43.00%	9.40%	0.00%		
12	The library pays a reasonable salaries and wages	154	155	16	5	3.39	.653
		46.70%	47.00%	4.80%	1.50%		
13	Good working conditions exist in the library	157	120	37	16	3.27	.844
		47.60%	36.40%	11.20%	4.80%		
14	The library environment is peaceful for work	159	136	24	11	3.34	.757
		48.20%	41.20%	7.30%	3.30%		
15	There is office physical environment (i.e. clean, provision of air condition, fan, good offices, furniture and fittings)	61	94	60	115	2.31	1.133
		18.50%	28.50%	18.20%	34.80%		
16	The library treats employees fairly	37	71	63	159	1.96	1.071
		11.20%	21.50%	19.10%	48.20%		
17	Poor management has a negative impact on my productivity in the library	98	146	60	26	2.96	.891
		29.70%	44.20%	18.20%	7.90%		
18	Negative attitude exhibited by most library users affects my productivity	78	196	37	19	3.01	.762
		23.60%	59.40%	11.20%	5.80%		
19	Effective job design put in place by my employer enhances my job performance in the library.	71	189	52	18	2.95	.768
		21.50%	57.30%	15.80%	5.50%		
20	Security of lives and properties in the university community enhances my productivity in the university library.	69	182	50	29	2.88	.837
		20.90%	55.20%	15.20%	8.80%		
Weighted mean=2.95; std.dev=0.84 **Grand mean=2.80; std.dev. = 0.89**							

Key: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree

The results in Table 1 indicate that respondents find aspects such as reasonable salaries and wages ($\bar{x}$=3.39; std dev. =.653), opportunities for training and career development ($\bar{x}$=3.38; std dev. =.652), a peaceful work environment ($\bar{x}$=3.34; std dev. =.757), and good working conditions ($\bar{x}$=3.27; std dev. =.844) as significant motivational factors. Conversely, they perceive unfair treatment ($\bar{x}$=1.96;

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std dev. =1.071) and limited enhancement of job performance from work experience ($\bar{x}$=2.17 std dev. =1.073) as the least motivating aspects. This suggests that salary, training opportunities, work environment, and working conditions are key motivators for library personnel in these universities. Further analysis in Table 1 indicates that extrinsic motivation ($\bar{x}$=2.95; std dev. =0.89) is the dominant dimension of job motivation, followed by intrinsic motivation ($\bar{x}$=2.65; std dev. =0.94). Thus, improving motivational strategies, particularly in the areas of salary, training, and work environment, is crucial for enhancing the performance of library personnel. To determine the overall level of job motivation, a threshold of $\bar{x}$ = 4+1= 2.5 is used. Since the overall weighted mean $\bar{x}$ = 2.80, std dev.= 0.89, exceeds the threshold, it can be concluded that the respondents have a high level of job motivation. Therefore, the job motivation level of library personnel in state universities in Southwest, Nigeria is considered high.

Research question two: What is the level of organisational citizenship behaviour exhibited amonglibrary personnel in the State universities in Southwest, Nigeria?

The results of the organisational citizenship behaviour exhibited among library personnel in the State universities in Southwest, Nigeria is presented in Table 2.

Table 2: The Organisational citizenship behaviour exhibited by library personnel in Nigeria's State universities

S/N	Items	VHE	HE	SE	LE	VLE	$\bar{x}$	Std. Dev
	Courtesy							
1	I do not abuse the rights of others	97 29.40%	60 18.20%	42 12.70%	111 33.60%	20 6.10%	3.31	1.358
2	I take steps to prevent problems with other workers	40 12.10%	84 25.50%	51 15.50%	121 36.70%	34 10.30%	2.92	1.232
3	I try to avoid creating problems for co-workers	40 12.10%	53 16.10%	41 12.40%	130 39.40%	66 20.00%	2.61	1.301
4	I consider the impact of my actions on co-workers	50 15.20%	89 27.00%	53 16.10%	109 33.00%	29 8.80%	3.07	1.248
5	I respect the opinion of co-workers	63 19.10%	93 28.20%	58 17.60%	93 28.20%	23 7.00%	3.24	1.246
	Weighted mean=3.03; std.dev=1.28							
	Civic Virtue							
6	I keep abreast of changes in the organization	56 17.00%	95 28.80%	49 14.80%	96 29.10%	34 10.30%	3.13	1.288
7	I read and keep up with organisation announcements, memos,and so on	38 11.50%	62 18.80%	61 18.50%	99 30.00%	70 21.20%	2.69	1.307
8	I attend functions that are only required, but help the library's image	161 48.80%	59 17.90%	43 13.00%	49 14.80%	18 5.50%	3.90	1.303
9	I prompt the library	62	54	35	116	63	2.81	1.414

		VHE	HE	SE	LE	VLE	Mean	Std.dev
	management when there are issues of concern to the library	18.80%	16.40%	10.60%	35.20%	19.10%		
10	I listen to opinion of people about the library to know people's perception about the library	52	63	44	116	55	2.82	1.346
		15.80%	19.10%	13.30%	35.20%	16.70%		

Weighted mean=3.07; std.dev=1.33

Conscientiousness

		VHE	HE	SE	LE	VLE	Mean	Std.dev
11	I obey library's rules and regulations even when no one is watching	36	38	66	99	91	2.48	1.300
		10.90%	11.50%	20.00%	30.00%	27.60%		
12	I am one of the most conscientious employees	42	51	50	114	73	2.62	1.325
		12.70%	15.50%	15.20%	34.50%	22.10%		
13	My attendance at work is above the norm	62	62	55	105	46	2.97	1.349
		18.80%	18.80%	16.70%	31.80%	13.90%		
14	I do not take extra breaks	115	75	42	65	33	3.53	1.395
		34.80%	22.70%	12.70%	19.70%	10.00%		
15	I don't delay in carrying out my duties	177	72	39	33	9	4.14	1.134
		53.60%	21.80%	11.80%	10.00%	2.70%		

Weighted mean=3.15; std.dev=1.30

Altruism

		VHE	HE	SE	LE	VLE	Mean	Std.dev
16	I am always ready to lend a helping hand to those around me	66	98	51	67	48	3.20	1.359
		20.00%	29.70%	15.50%	20.30%	14.50%		
17	I willingly help others who have work related problems	40	82	45	100	63	2.81	1.330
		12.10%	24.80%	13.60%	30.30%	19.10%		
18	I help others who have heavy work load	48	72	38	101	71	2.77	1.386
		14.50%	21.80%	11.50%	30.60%	21.50%		
19	I help orient new employees even though it is not required	78	78	56	77	41	3.23	1.366
		23.60%	23.60%	17.00%	23.30%	12.40%		
20	I help others who have been absent	56	64	52	88	70	2.84	1.403
		17.00%	19.40%	15.80%	26.70%	21.20%		

Weighted mean=2.97; std.dev=1.37

Sportsmanship

		VHE	HE	SE	LE	VLE	Mean	Std.dev
21	I hate making "mountains out of molehills".	161	59	43	49	18	3.90	1.303
		48.80%	17.90%	13.00%	14.80%	5.50%		
22	I am the classic –squeaky wheel" that always needs greasing	62	54	35	116	63	2.81	1.414
		18.80%	16.40%	10.60%	35.20%	19.10%		
23	I always focus on what's positive side, rather than the wrong things	52	63	44	116	55	2.82	1.346
		15.80%	19.10%	13.30%	35.20%	16.70%		
24	I don't consume a lot of time complaining about trivial matters	36	38	66	99	91	2.48	1.300
		10.90%	11.50%	20.00%	30.00%	27.60%		
	I am not quick at finding the fault of others	42	51	50	114	73	2.62	1.325
		12.70%	15.50%	15.20%	34.50%	22.10%		

Weighted mean=2.93; std.dev=1.34
Grand mean=3.03; std.dev=1.32

Key: VHE = Very High Extent, HE = High Extent, SE = Some Extent, LE = Low Extent, VLE = Very Low Extent

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Table 2 revealed the organisational citizenship behaviour exhibited among library personnel in the State universities in Southwest, Nigeria. This is categorised into five (5) sub-groups consisting: courtesy, civic virtue, conscientiousness, altruism and sportsmanship. The result in Table 2 explains that the respondents indicated that some of the predominant organisational citizenship behaviour exhibited by library personnel include: they don't delay in carrying out their duties ($\bar{x}$=4.14; std dev. =1.134); they hate making mountains out of molehills‖. ($\bar{x}$=3.90; std dev. =1.303); they attend functions that are only required, but help the library's image ($\bar{x}$=3.90; std dev. =1.303) and that they do not take extra breaks ($\bar{x}$=3.53; std dev. =1.395) while the least they don't delay in carrying out their duties was the are among the most conscientious employees ($\bar{x}$=2.62; std dev.=1.325) and that they are not quick at finding the fault of others ($\bar{x}$=2.62; std dev.=1.325).

This suggests that some of the most common organisational citizenship behaviours displayed by library staff at Southwest, Nigeria's state universities are as follows: they do not put off doing their assigned tasks, they detest making "mountains out of molehills," they show up to events that are merely necessary but enhance the reputation of the library and they do not take unnecessary breaks. The extension of the analysis along the sub-categories of organisational citizenship behaviour also reveals in Table 2 that the most potent dimension of organisational citizenship behaviour is conscientiousness ($\bar{x}$=3.15; std dev. =1.30), followed by civic virtues ($\bar{x}$=3.07; std dev. =1.33), courtesy ($\bar{x}$=3.03; std dev.=1.28), altruism ($\bar{x}$=2.97; std dev. =1.37), and sportsmanship ($\bar{x}$=2.97; std dev.=1.30), respectively.

To be able to ascertain the level of organisational citizenship behaviour exhibited among library personnel in the State universities in Southwest, Nigeria, a threshold of $\bar{x} = 5+1 = 3.0$ is applied. Since the overall weighted mean $\bar{x} = 3.03, 2$ std dev.= 1.32 is slightly higher than the threshold of 3.0, one can, therefore, conclude that the respondents possess higher level of organisational citizenship behaviour.

Hypotheses Testing

Hypothesis one: There is no significant relationship between job motivation and organisational citizenship behaviour of library personnel in the state universities in Southwest, Nigeria.

Table 3 presents the result of the relationship between job motivation and organisational citizenship behaviour of library personnel in the state universities in Southwest, Nigeria.

Table 3: Relationship between job motivation and organisational citizenship behaviour of library personnel in Nigeria State universities

Variables	N	Mean	St. Dev	Df	r	P	Sig
Job motivation	330	55.98	7.41	329	.484	.000	S
Organisational citizen Behaviour	330	75.72	24.93				

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Job motivation-subscales

Intrinsic Motivation	330	26.54	4.50	329	.290	.000	S
Extrinsic Motivation	330	29.44	4.41	329	.253	.001	S

Table 3 revealed the relationship between job motivation and organisational citizenship behaviour of library personnel in the state universities in Southwest, Nigeria. The finding reveals that job motivation (r = .484; p<0.05) has significant positive relationship with organisational citizenship behaviour of library personnel in the state universities in Southwest, Nigeria. This implies that there is positive linear association between job motivation and organisational citizenship behaviour of library personnel in the state universities in Southwest, Nigeria. The extension of the results to analyse the relationship between job motivation subscales and organisational citizenship behaviour of library personnel in the state universities in Southwest, Nigeria, result in Table 4.7 further shows that all the two job motivation sub-scales have significant linear association with organisational citizenship behaviour of library personnel in the state universities in Southwest, Nigeria and that the most significance comes from intrinsic motivation(r = .290; p<0.05) followed by extrinsic motivation (r = .253; p<0.05). On this basis, the null hypothesis stating that there is no significant relationship between job motivation and organisational citizenship behaviour of library personnel in the state universities in Southwest, Nigeria is hereby rejected.

Discussion of the Results

The findings presented in Table 1 highlight the job motivations among library personnel in state universities in Southwest, Nigeria. The results indicate that respondents value aspects such as reasonable salaries and wages, opportunities for training and career development, a peaceful work environment and good working conditions as significant motivational factors. This aligns with existing literature, which suggests that these factors play a crucial role in motivating employees in various organisational settings (Brown & Jones, 2019; Lee et al., 2018). The finding that extrinsic motivation is the dominant dimension of job motivation among library personnel is consistent with previous research that has highlighted the importance of external rewards and incentives in motivating employees (Deci et al., 2017; Brown & Jones, 2019).

However, it is essential to note that intrinsic motivation, though slightly lower in this study, is also a crucial factor in job motivation, as it is associated with personal fulfillment and satisfaction in one's work (Ryan & Deci, 2000). The results also suggest that improving motivational strategies, particularly in the areas of salary, training and work environment, is crucial for enhancing the performance of library personnel. This is supported by research that has shown a positive relationship between these factors and job performance (Jackson, 2015; Lee et al., 2018). Overall, the findings suggest that library personnel in state universities in Southwest, Nigeria are highly motivated, particularly by extrinsic factors such as salary, training opportunities, and work environment.

Nonetheless, it is essential for organisations to also focus on intrinsic motivators, such as recognition and personal development, to ensure sustained motivation and performance among employees (Deci et al., 2017; Ryan & Deci, 2000). Moreover, the findings from Table 2 suggest that library personnel in State universities in Southwest, Nigeria exhibit high levels of organisational citizenship behaviour (OCB). This is evidenced by their promptness in carrying out duties, aversion to exaggerating minor issues, willingness to attend functions that enhance the library's image, and limited indulgence in extra breaks. These behaviours align with the concept of OCB, which refers to discretionary, extra-role behaviours that contribute to organisational effectiveness (Organ, 1988). Research by Podsakoff, et. al (2000) supports the notion that conscientiousness is a key dimension of OCB, as indicated by the high level of conscientiousness exhibited by library personnel in this study.

However, it is important to note that while this study found a significant relationship between job motivation and organisational citizenship behaviour, the direction of causality cannot be inferred from these findings. Research by Colquitt, Conlon, Wesson, Porter and Ng (2001) suggests that while job motivation can influence OCB, the reverse relationship may also be true, with OCB leading to increased job motivation through feelings of fulfillment and engagement. In conclusion, the findings of this study highlight the importance of job motivation in fostering organisational citizenship behaviour among library personnel in State universities in Southwest, Nigeria. Motivated employees are more likely to demonstrate behaviours that benefit the organisation as a whole, contributing to a positive work environment and organisational effectiveness.

Conclusion and Recommendation

The study concluded that a significant positive relationship between job motivation and organisational citizenship behaviour (OCB), with both intrinsic and extrinsic motivation playing important roles and that motivated employees are more likely to engage in OCB, which can benefit the organisation as a whole. The study also found a high level of job satisfaction among the employees, which might be explained by the fact that workers received fair treatment in terms of incentive distribution, practices and interactions. The study therefore recommended that there should be continued enhancement of employee's working conditions as this will significantly boost their capacity to demonstrating additional behaviours required by organisational citizenship behaviour. Clear organisational policies should be in place to enhance supervisor support and interaction and regular employee's promotion. Strategies such as providing opportunities for skill development, offering recognition for achievements and ensuring fair and equitable treatment can help improve job motivation.

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