

An Analysis of Organizational Citizenship Behavior and its Impact on Employee Well-being and Task Performance among Library Employees

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Abstract - Employees at the library have opinions about things like equality, processes, and how people should act around each other at work. Library workers are more likely to show organizational dedication, do their jobs, take on extra tasks, and be happy with their jobs when they think the workplace is fair. According to an Organizational Citizenship Behavior (OCB) study, library workers who feel unfairly treated are likelier to do bad things like not doing their jobs or trying to get something they do not deserve. To find out what makes library management work, a poll is given to librarians and the library management system to see how well organizational backing, Employee Well-Being (EWB), work liberty, Task Performance (TP), job expectations, and job stress are met. The results show that library management can be improved by giving workers more useful comments on their work and improving how they feel about the organization's help and their level of freedom. Executives make their workplaces more fair using methods focusing on library support, autonomy, and assessment. These methods aim to minimize views of inequality among workers.

Keywords: Organizational Citizenship Behaviour, Employee Well-Being, Task Performance, Library Employees

I. INTRODUCTION

Workplace equity issues are present in all aspects of a business (Livingston, 2020). Employees possess subjective trust in the equity of wages, task allocation, standards, decision-making processes, and how they are treated in interpersonal activities (Eyerinmene Friday & Zaccheaus Godfrey, 2023). Libraries are not exempt from concerns of employment equity and impartiality. Library management often makes choices that impact workers' impression of equity, such as allocating personnel to public service areas, allowing flexible work hours, negotiating wage raises, or sharing confidential information with senior staff (Cox, 2021; Obeidat & Yaqbeh, 2023). Such choices enhance an employee's perception of impartiality about the decision-making process and the resulting conclusion.

Organizational fairness, a concept derived from organizational behavior science, refers to workers' subjective evaluations of fairness inside their companies (Colquitt et al., 2023). When workers perceive decisions or handles as unfair,

they can adopt negative work attitudes, become less motivated, consider leaving the organization, or even engage in retaliatory actions such as theft, equipment damage, time wastage, or personal tasks during working hours. Employees' views on fairness inside the firm result in favorable consequences, including enhanced trust, engagement in helpful behaviors, strong dedication to the organization, and higher efficiency (Robert et al., 2020), (Kim et al., 2010). Examining potential precursor elements contributing to individuals' impressions of organizational fairness is crucial to cultivating an equitable and impartial work environment (Fan et al., 2023).

• Problem Statement

Existing data from library research, both anecdotal and scientific, indicates that notions of organizational justice are prevalent in the library workforce (Martin, 2020), (Snousi et al., 2022). Examples might manifest as grievances over exclusion from a significant choice, being deprived of professional chances, being uninformed about crucial facts, or feeling ill-treated. A recent study on poor morale in library management provides indirect evidence of the issue with views of organizational (in)justice (Tohma & Kutlu, 2020). Supervisory attributes such as openness, fairness, and a collegial atmosphere match with principles of organizational fairness (Gu et al., 2020). It was discovered that all of these indicators correlated with working enthusiasm; decreased levels of these qualities were linked with decreased reported morale. Employees cited views of unfair rules regarding compensation and increases as reasons that contributed to their decision to leave the company. The library staff encounter views of inequity in their work environments. The extent to which these attitudes exist in libraries and the specific elements inside the library workforce that contribute to them are currently unknown (Lau et al., 2020).

Understanding the factors that lead to an employee's perception of injustice in the workplace assists administrators of libraries in making changes to the work climate and promoting a greater sense of justice. Although there needs to

be more study on organizational justice in library resources, including the elements that support it and its effects, the subject of organizational behavior has substantial empirical research on this topic. Research demonstrates that employees' views of organizational justice positively correlate with workplace results such as organizational commitment, confidence, Organizational Citizenship Behaviour (OCB) (Banwo & Du, 2020), and efficiency. These perceptions have an adverse connection with work withdrawal and unfavorable responses. Perceiving their workplaces as fair enhances workers' likelihood of developing Employee Well-Being (EWB) (Shi & Antwi-Afari, 2023) towards their jobs and doing their Task Performance (TP) (Pattnaik & Sahoo 2021). If individuals see their workplaces as unjust, they are more inclined to refrain from exerting effort in their TP or resign from the firm. Workers' conceptions of organizational fairness are associated with unproductive or deviant work practices, workplace treason, and legal actions after discharge.

Considering that 1) Library staff are aware of equitable conditions in the work premises, 2) Views on fairness are indicative of favorable workplace results, and 3) Views of unfairness are indicative of unfavorable workplace results, it is crucial to investigate the factors that lead to a fair and just working atmosphere. This will help prevent adverse effects and promote a favorable view of organizational fairness. The findings of this study will assist library administrators in establishing work environments that promote equity.

Investigating the correlation between work-related elements and organizational justice leads to a more profound theoretical comprehension of workplace parity and impartiality. By examining the relationship between work characteristics and organizational fairness, librarians develop more efficient management practices that enhance the probability of improving EWB's sense of fairness regarding library working conditions.

II. RESEARCH SUMMARY

Research has shown that good OCB is mainly influenced by the presence of job assets rather than job demands. However, job stress is a critical factor that affects both job supplies and duties in the workplace. The work Demands-Resources model has been developed to examine the impact of work needs and assets on good organizational behavior and work-related stress (Zhou et al., 2022). The framework elucidated the detrimental, adverse, and motivating elements of work environments and their impact on the security and efficiency of managerial staff. The work element of the paradigm refers to the physiological, intellectual, psychological, community, and sustainable impact the job has on individuals. Job demands include a job's financial, philosophical, and psychological toll. Job Resources refers to the accessibility of resources that staff members require to do their job effectively. This helps decrease job demands and enhance company efficiency and workers' growth. Job resources are a crucial aspect that establishes the connection between employees' participation, independence, incentive

programs, and interaction between peers, superiors, and the company. The model defined work stress as a high degree of job requests. Positive OCB were characterized as workers demonstrating dedication and excitement due to the abundance of assets in the company (Zhang, 2020). According to the work demands-resources approach, worker weariness, cynicism, and ineffectiveness adversely affect efficiency and productivity as individuals and organizations. The model evaluates how favorable organizational constructs such as efficiency, effectiveness, and dedication predict employment outcomes.

The work needs, and job assets are integral to employees' mental EWB and are intermediaries among other factors, such as health impairment and motivational mechanisms. This demonstrates that when EWB experiences stress, individuals do not exhibit signs of burnout but instead discover enjoyable coping methods. The study focused on workplace safety, specifically examining job demand consequences such as risky conduct incidents, adverse occurrences, and injuries. Employment demand in the healthcare industry and associated occupations had a beneficial impact on adverse occurrences. This indicates that occupational stress favors incidents, injuries, risky conduct, and adverse occurrences. It demonstrates a disparity and negative effects on job demand due to insufficient resources to accomplish workers' TP. The elements connected to work pressure harm engaged employees, affecting their EWB, relationships, and other associated consequences.

Several research studies have identified common characteristics contributing to work demands, including limited autonomy and support, negative interpersonal relationships, role conflicts, and values. This demonstrates the intentional impact of job pressure on workers' inclination towards proactivity in the context of excessive workload. It suggests that workers cannot exercise autonomy because of conflicts between their roles and TP interruptions. Research has also shown varying degrees of doubt about employment needs and specific beneficial organizational structures. The study identified five critical factors in the workplace that might reduce EWB anxiety and work demands. These factors include job control, remuneration, recognition, impartiality, and ethics. These five aspects of the work atmosphere will reduce EWB demands and enhance their performance in their respective firms.

III. MATERIALS AND METHODS

The theoretical framework of road mapping for the impact of good OCB on employment demand among librarians consists of three primary components. This theoretical framework examines the effects of job features, dedication to work, and OCB activities on library staff. The idea of job characteristics refers to the factors that define a librarian's job creation, the outcomes of their labor, and the level of structure in their position within an organization. Job traits encompass five indicators: skill diversity, work relevance, assignment identity, independence, and evaluation. Skill diversity refers to the range of TP librarians engaged in enhancing their

efficiency inside the company. TP importance refers to how workers significantly affect the company's and other stakeholders' success. TP identification refers to identifying specific parts of a TP and approaching it to achieve tangible outcomes. Autonomy is the ability of librarians to have a great degree of independence and control over the techniques they use for their profession. Feedback involves giving people clear and adequate details about the accomplishments of EWB.

Work involvement is an additional component being examined in this research. It is regarded as one of the most potent frameworks for achieving efficient library management inside a company. Work engagement refers to librarians' fulfillment while completing a particular assignment. It entails collecting the requisite energy and mindset for the optimal outcome. Work engagement comprises three constructs: energy, devotion, and concentration. Vigour refers to possessing a heightened physical or mental power and a willingness to exert energy and perform well even under challenging circumstances. Dedication refers to librarians' active participation and strong commitment to a job, demonstrating ownership and genuine excitement for their work. Absorption refers to the state in which librarians are thoroughly engrossed in their work, perceiving the passage of time yet being hesitant to quit their TP.

Moreover, literature has defined OCB as a discretionary and voluntary emotion that is not explicitly acknowledged or rewarded by the administration yet contributes to the overall development and efficiency of the organization. The five primary factors are altruism, diligence, competitiveness, courtesy, and good OCB. Altruism refers to the voluntary act of librarians assisting their colleagues in overcoming job-related obstacles. Conscientiousness pertains to librarians who go above and beyond the usual work standards. Courtesy refers to the capacity to prevent conflicts with other libraries and the infringement of individuals' human rights. Sportsmanship encompasses the ability to endure suboptimal conditions without expressing dissatisfaction. Civic virtue demonstrates a proactive and responsible attitude toward actively engaging in an institution's operations.

The variable being measured in this model is work burnout among library staff. Job burnout is characterized by mental, spiritual, and physical tiredness caused by constant strain on the job. The three factors that make up this are weariness, skepticism, and ineffectiveness. Fatigue, or emotional fatigue, is often considered the primary component of work burnout. It is defined by a sense of being excessively stretched and an erosion of one's psychological reserves, resulting in an emotionally depleted sensation. Cynicism, a manifestation of depersonalization, is the social element of job stress. It is defined by a pessimistic, disengaged, and impersonal attitude towards one's work, colleagues, and the recipients of one's work. Inefficacy refers to a need for more efficiency or improved personal achievement. It is an element

of job stress that involves a self-evaluation of decreased skills and efficiency at work and an increasing difficulty in solving work-related challenges.

The framework suggests that positive variables in organizational psychology, including job qualities, dedication to work, and OCB, could turn unfavorable due to organizational deficiencies, such as insufficient resources, role conflicts, and family conflicts. The work expectations might impact career burnout, diminishing the TP librarians fulfill in their jobs and surroundings. Excessive workload, limited job autonomy, and insufficient workforce risk EWB morale and health. Job stress has psychological and physical consequences for workers. These factors are likely to end in adverse outcomes for the business, including employee unhappiness, low levels of commitment, frequent absences, and a high intention to leave the company.



Fig. 1 (a). Job Demand Procedure by Stress Procedure

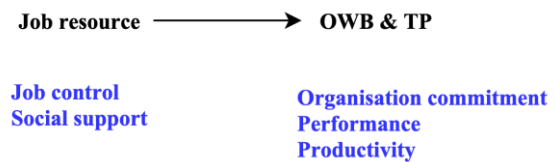


Fig. 1(b). Job demand procedure by motivational process

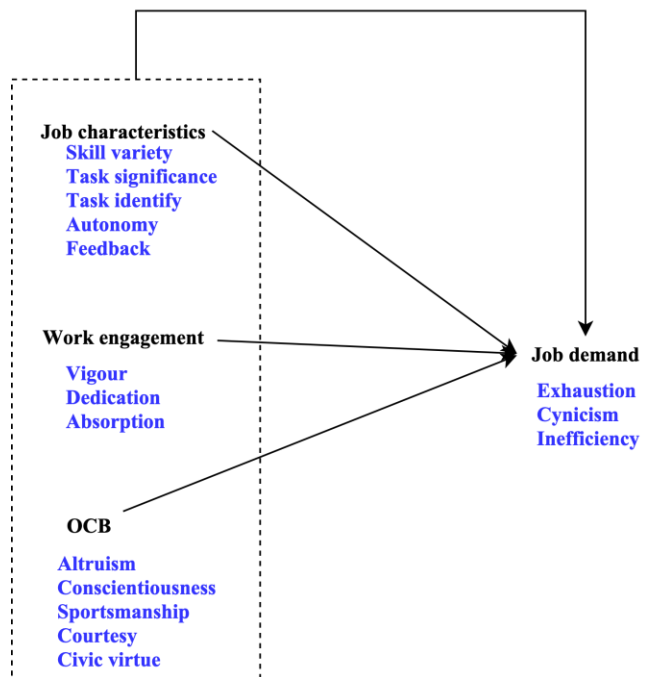


Fig. 1(c). Conceptual Model of Job Demand

Fig. 1(a) shows the stress process, Fig. 1(b) shows the motivational process, and Fig. 1(c) shows the conceptual model of the job demand.

3.1. Participants

Following authorization from the board of inquiry, a web-based poll constructed using Qualtrics polling software was utilized to gather anonymized and private feedback from library personnel throughout the United States. The poll was disseminated via state and national professional library mailing lists, including broad interest lists and lists tailored explicitly for academic, public, unique, and educational librarians. The poll obtained a total of 3500 replies, out of which 2500 were considered legitimate.

3.2. Measurements

The perceived organizational backing was measured using the 8-item variant of the Questionnaire of Perceived Organizational Assistance. Respondents utilized a 7-point Likert scale ranging from 1 (indicating strong disagreement) to 7 (indicating intense satisfaction) to express their level of satisfaction with each item.

The 9-item Work Independence Scale was used to assess autonomy at work. Respondents utilized a 7-point Likert scale ranging from 1 (indicating strong disagreement) to 7 (indicating intense satisfaction) to express their level of agreement with every assertion.

The assessment of work evaluation was conducted using six questions from the work Diagnostic Surveying, a tool specifically designed to quantify workplace input.

Respondents utilized a 5-point Likert scale ranging from 1 (indicating a lack of description about the work) to 5 (indicating a high level of description regarding the job) to express their sentiments towards every assertion.

Job stress was assessed using a 13-item scale. Respondents utilized a 4-point Likert scale ranging from 1 (representing disagreement) to 4 (representing satisfaction) to express their level of satisfaction with every assertion.

The measurement of justice in organizations was conducted using the Organizational Justice Measure, which consists of four subscales that reflect four distinct forms of justice: distributive fairness (4 questions), procedural fairness (7 elements), social justice (4 elements), and informational fairness (5 elements).

Respondents utilized a 5-point Likert scale ranging from 1 (indicating a minimal degree) to 5 (indicating a significant degree) to express their sentiments on each topic. The responder is prompted to allude to a choice, method, or interaction while answering the questions in each subscale.

IV. RESULTS AND ANALYSIS

According to Fig. 2, the proportion of female library staff was 62.5%, while male library staff accounted for 37.5%. Fig. 2(a) to 2(f) show gender, marital, age, education, designation, and length of service analysis. These findings indicate that the majority of librarians employed were women. The majority of library workers, accounting for 62.4%, were married. Singles comprised 36.6% of the library workers, widowed individuals comprised 1.2%, and divorced respondents accounted for 0.8%. This indicates that a more significant proportion of the library workers were married. Most library staff, over 90%, were under 50 years old. As anticipated, less than 10% of the individuals were 60 and older. The age group of 41-50 years has the most significant proportion (34.1%) of library staff.

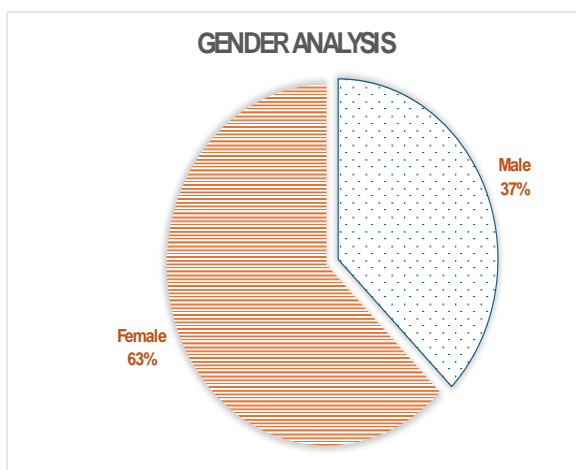


Fig. 2(a) Gender analysis

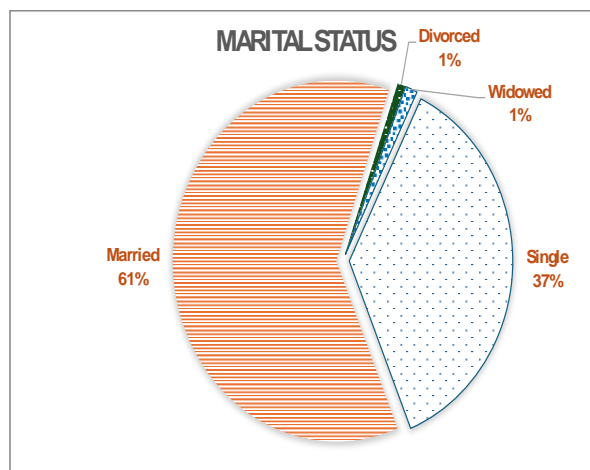


Fig. 2(b) Marital analysis

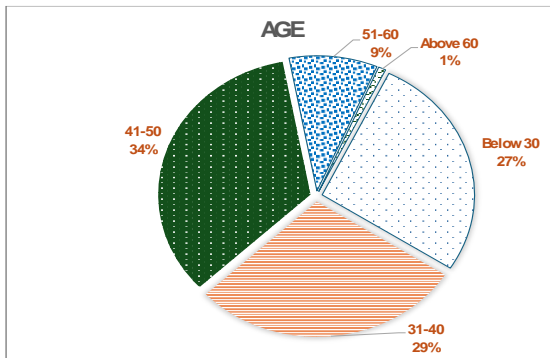


Fig. 2(c) Age analysis

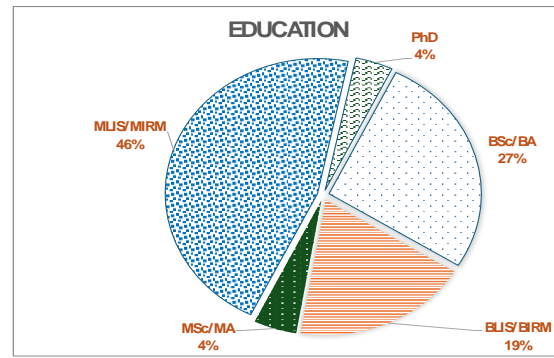


Fig. 2(d) Education analysis

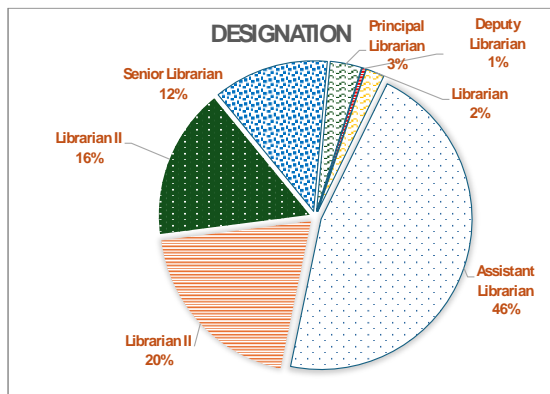


Fig. 2(e) Designation analysis

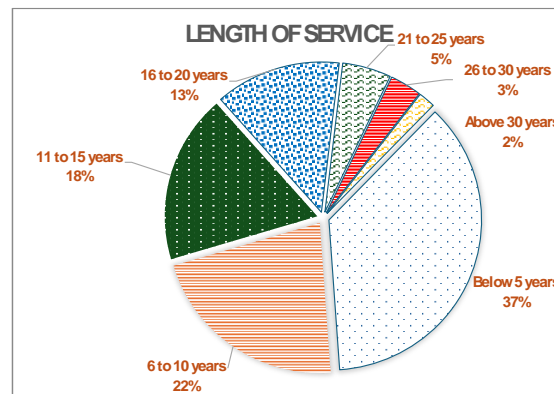


Fig. 2(f) Length of service analysis

More than 50% of library workers possess an academic and occupational Master's level, while a small percentage (4%) have a PhD in Library and Details Science/Information Resource Administration. Those with BSc/BA degrees accounted for 26.7% of the total, while those with BLIS/BIRM degrees accounted for 18.7%, and individuals with MSc/MA degrees accounted for 4.6%. Most respondents (46.0%) were librarians with either a Master's certificate in Library and Information Technology or a Master's certificate in Information Resources Administration. A significant proportion of the participants had achieved a professional career position.

More than 50% of library workers had employment designations ranging from Librarian II to Senior library worker. These three members and the higher-ranking cadres are librarians with professional qualifications. Individuals who are recognized as Assistant Library staff are regarded as individuals who are being trained to become librarians. 54% of library staff have the necessary professional qualifications. The data on the tenure of librarians indicates that more than 70% have served for a period ranging from 6 to 15 years or less. Less than 30% of the individuals were aged 16-20. 36.7% of the library staff had less than six years of experience, 21.5% had between 6 and 10 years, and 18.1% had between 11 and 15 years. This indicates that most library staff have sufficient professional experience in their field. Their extensive tenure means that they possess enough

professional expertise to make informed judgments on the assistance they have provided.

TABLE I PERFORMANCE EVALUATION OF VARIABLES

Model	Unstandardized variable		Standardized variable		
	B	Standard Error	Beta	T	Significance
Fixed value	69.324	5.363		10.372	0.002
TP	0.254	0.68	0.673	0.757	0.718
EWB	0.662	0.579	0.89	3.976	0.433
OCB	0.525	0.007	0.724	5.346	0.086

The combined impact of good business behaviors, including job features, commitment to work, and organizational and civic behaviors, significantly affects the job demands of library staff in libraries, as shown in Table I. The null assumption was disproven. The table indicates that the three independent factors (job qualities, job satisfaction, and OCB) contributed to 7% of the variance in the dependent parameter (Job need). The p-value corresponding to the F-statistics was below the significance threshold of 0.05. This suggests that the uncontrolled parameter was a reliable indicator of the level of employment demand for librarians. The results also showed that the normalized coefficients of work involvement and OCB had a more significant impact on library workers' job demands than job features.

The combined impact of favorable managerial conduct, job qualities, involvement at work, and OCB together affected the job needs of library staff. The results found that OCB, awareness of job duties, and job involvement are positive outcomes of organizational conduct. This is because employees experience positive emotional and physical support, and the positive outcomes of the organization additionally inspire them. There is a positive relationship between OCB and other positive aspects of an organization; it can also have adverse effects on library staff members, such as increased job demands and a higher likelihood of wanting to quit. Library staff members have a significant and purposeful attitude, which positively impacts their daily TPs and aids in managing stress and work demands.

• Recommendations

The study's results lead to the following suggestions:

1. The research indicates a limited employment demand for library staff. Therefore, libraries need to be managed to uphold the existing working environment and strive for enhancements to preserve a positive and productive work experience.
2. The research found that job features had little impact on employment demand among library staff when considering the combined influence of the three favorable organizational behaviors examined. Hence, librarians need to devote sufficient attention to comprehending the specific attributes of their profession.
3. Libraries should prioritize the comprehensive training of librarians to enable efficient and effective service delivery to their community of customers.
4. Data communication and technologies will enhance librarians' capacity to engage with people without direct physical interaction. This will improve the provision of library reference services.

V. CONCLUSION AND FUTURE SCOPE

Establishing an equitable working environment should be paramount for all library administrators. According to this study, the sense of justice is connected to characteristics that library administrators can modify. Implementing measures to provide structural assistance, constructive feedback, and work independence while reducing work-related tension enhances library staff members' view of equity and impartiality, resulting in favorable work results. Amidst the current period characterized by the severe consequences of a worldwide pandemic and economic downturn, library directors are faced with the challenging TP of making tough choices about the distribution of resources. These decisions include job cuts, leave, compensation cutbacks, reduction of worker hours, and reduction of services. Organizational justice emphasizes the significance of effectively and transparently conveying challenging choices to workers while ensuring that the results and procedures are fair and equitable. The study results provide significant insights into the aspects that library administrators should focus on to

improve views on fairness regarding the results of decisions and procedures within their businesses.

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