The Relationship Between Organizational Citizenship Behavior and Organizational Performance of Librarians

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Abstract

Purpose: The purpose of this study was to investigate the relationship between organizational citizenship behavior and job performance among public librarians in Ilam province.

Methodology: The methodology applied for this research was descriptive and correlational in nature, with data collected through survey methods. Utilizing the organizational citizenship behavior questionnaire developed by Podsakoff et al. (1990) and the job performance questionnaire by Paterson (1970), the study focused on the librarians in Ilam province in 2023. With three predictor variables considered, a confidence level of 0.95, test power of 0.90, and G*Power software indicating a minimum required sample size of 99 individuals, a total of 103 participants were included in the analysis after accounting for an additional 5% sample volume.

Findings: The findings revealed significant relationships between altruism and civil virtue among librarians, as well as associations between respect for librarians and their job performance. However, no significant correlations were found between conscientiousness or chivalry and job performance.

Conclusion: In democratic systems, increasing attention is being placed on citizen participation. Active engagement from organizational members as good citizens is crucial for fostering positive behaviors within an organization. Recognizing organizational citizens as valuable resources, their behavior plays a key role in overall success. This study highlights the positive link between organizational citizenship behavior and librarian performance in Ilam province.

Value: This study adds to the existing literature by examining the impact of organizational citizenship behavior on librarian job performance and underscores the importance of this relationship in enhancing professional performance. The results can offer valuable insights for cultural officials, public library managers, and policymakers seeking to motivate library staff effectively.

Key Words: *Organizational Citizenship Behavior, Librarian, Public Library, Ilam Province, Job Performance.*

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Extended Abstract

Introduction: In today's dynamic and challenging environment, organizations aim to harness human resources that extend beyond mere job duties to achieve their objectives (Wang, Shen, Chen, & Carmeli, 2021). Public libraries play a crucial role in serving diverse audiences and meeting the informational needs of their communities. The involvement and presence of human resources are integral factors contributing to an organization's goals (Amiri Fard, 2016). Organizational citizenship behavior encompasses employees' active participation in organizational changes through proactive suggestions and positive actions aimed at streamlining processes and methods (De Clercq, 2022). This behavior can positively impact job performance, fostering collaboration, cohesion, improved work relationships, and heightened employee motivation. Performance, specifically in terms of task execution, is vital for organizational success (Akbari, Omrane, Hoseinzadeh, & Nikookar, 2022).

Purpose: This study seeks to explore the relationship between organizational citizenship behavior and job performance among librarians in public libraries in Ilam province.

Methodology: The research employed a descriptive-correlational approach using surveys and questionnaires. The statistical population comprised librarians in Ilam province in 2023. With predictor variables, a confidence level of 0.95 ($\alpha=0.05$), a test power of 0.90 ($\beta=0.10$), and a minimum effect size ($f2=0.15$) determined using G*Power software, a sample of 104 individuals was selected. Following the elimination of one flawed questionnaire item, 103 participants were included in the analysis. Data analysis involved statistical tests, including multiple regression, to validate or refute the hypotheses. Organizational citizenship behavior was assessed using the standard Podsakoff et al. (1990) questionnaire, comprising conscientiousness, altruism, sportsmanship, courtesy, and civic virtue dimensions. Job performance among librarians was measured using the Paterson (1970) standard questionnaire with 15 items. Questionnaire validity was affirmed by five experts, while reliability was assessed via a pilot test involving 40 individuals from the statistical population. Data analysis was conducted using SPSS software version 22, with Cronbach's alpha coefficients of 0.78 for the Podsakoff questionnaire and 0.76 for the Paterson questionnaire indicating reliability.

Findings: The relationship between the organizational citizenship behavior of public librarians in Ilam province and their job performance was studied using multiple regression analysis. The results showed that the observed F value (14.62) was significant ($P \leq 0.01$), with 23% of the variance in job performance explained by the variables of friendship, civic virtue, respect, and honor ($R2=0.226$).

Table 1. Coefficients of the equation predicting the effect of organizational citizenship behavior of librarians of public libraries in Ilam province on their job performance.

Model	Coefficients	standard error	Standard coefficients	T	The significance level
Constant	42/84	2/95	--	14/49	0/000
Altruism	0/823	0/173	0/428	4/75	0/000
Civil virtue	0/116	0/061	0/197	1/901	0/000
Respect	0/105	0/051	0/1466	1/389	0/004

Conclusion: The importance of citizens in the democratic value system is on the rise, highlighting the essential role of members in promoting positive behaviors within organizations. The study revealed a significant and positive relationship between organizational citizenship behavior and the performance of librarians in Ilam province's libraries. This finding aligns with previous research conducted by Alinezhad et al. (2014), Eskandari and Irandoost (2016), Daneshfard and Sheidaei (2012), Namdar et al. (2022), Anvari et al. (2015), Widarko and Anwarodin (2022), Purwanto (2022), and Risal et al. (2023), all of which have shown a meaningful correlation between organizational citizenship behavior and employee performance. Therefore, enhancing organizational citizenship behavior among librarians in Ilam province's libraries is imperative. Organizational citizenship behavior (OCB) is recognized as a crucial factor in enhancing organizational performance and boosting employee job satisfaction. OCB encompasses elements such as organizational commitment, cooperation, motivation, and positive interaction with colleagues and the organization. Individuals displaying high levels of OCB actively contribute to organizational success and achievements, resulting in improved job performance and positive outcomes. It is vital for organizational managers to prioritize the promotion of OCB within their organizations, acknowledging its pivotal role in enhancing performance and increasing employee satisfaction.

Value: This study delves into the relationship between organizational citizenship behavior and the job performance of librarians, emphasizing the role of this component in enhancing professional performance. The findings can provide valuable insights for cultural officials, public library managers, and policymakers in public libraries seeking to motivate library staff effectively.

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