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**Influence of Organizational Citizenship Behaviour on Job Burnout Among Librarians
in University Libraries in Nigeria**

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ABSTRACT

Job burnout is an important aspect of organisational behaviour that has negative impact on librarians and organisational outcome. Despite the efforts made by library management to prevent job burnout among librarians, high level of emotional exhaustion, cynicism and inefficacy remain a major challenge. Poor response to job burnout by librarians' may be attributed to inability to exhibit citizenship behaviour in the library. The study investigated the influence of organisational citizenship behaviour on job burnout among librarians in university libraries in Nigeria. The study employed survey research design. The population of the study consisted of 624 librarians from 38 public universities in Southern Nigeria. Total enumeration was used. Data were analyzed using descriptive and inferential (simple and multiple regression) statistics. The findings revealed that organisational citizenship behaviour significantly influenced job burnout of librarians in university libraries in Nigeria ($\beta = .252$, $t_{(498)} = 5.815$, $R^2 = .063$, $p < .05$). There was a low level of job burnout among librarians ($M = 2.20$, $SD = 1.33$ on a scale of six) and librarians exhibited organisational citizenship behaviour to a certain degree ($M = 2.95$, $SD = 1.00$ on a scale of five). The study concluded that organisational citizenship behaviour contribute to low level of job burnout among librarians in universities in Nigeria. The study recommended that in order for librarians to continue to perform optimally, library management should maintain the current work atmosphere together with ensuring improvement to sustain the low level of job burnout among librarians.

Keywords: Job burnout, Librarians, Organisational citizenship behaviour, University libraries, Nigeria

INTRODUCTION

Job burnout is a variable in the field of organisational psychology and organisational behaviour that has increasing impact on employees' behaviour and their organisational outcome. It is a negative response to a prolonged stress which is not always reversible even if employees experience change in work conditions. Job burnout is a process of energy reduction and performance resulting from endless daily pressures, rather than distinct life event. The term, job burnout was recognised by researchers as early as the 1970s. In the 1980s, job burnout, experienced by many industries and organisations was attributed to downsizing and change in work conditions and structures (Leiter & Maslach, 2000). This was largely due to the fact that employees were getting exhausted of energy, motivation and courage as a result of unfavourable work conditions, work without results, lack of division of labour and specialisation of manpower. Ojedokun, Idemudia and Omotoso (2013) asserted that the study of job burnout and its antecedents has drastically increased among psychology and organisational researchers in and outside Nigeria over the years and, in particular, among employees of various organisations such as the police, hospitals, libraries, schools and hotels.

Job burnout is demonstrated by three indicators, which are exhaustion, cynicism, and inefficacy (Maslach, Schaufeli & Leiter, 2001). Exhaustion, also known as emotional exhaustion, describes the feeling of being over-extended and drained of one's emotional resources (feeling "drained"). Cynicism, denoted as depersonalisation, signifies the interpersonal activity of job burnout and is regarded as a negative, detached, and loss of one's sense of personal identity towards one's work, co-workers, and the people to whom one's work is directed. Inefficacy, on the other hand, is described as ineffectiveness, or reduced personal accomplishment, which is the self-evaluation activity of job burnout. It is also regarded as feelings of declining competence and productivity at work as well as increased inability to solve problems that arise in one's work.

Job burnout can be categorised as situational and individual (Bakker, Demerouti & Sanz-Vergel, 2014). The situational factors emphasise the organisation's level of job demands and availability of job resources needed by employees to sustain and accomplish assigned tasks. This type of job burnout is related to high level of job demands and low level of job resources. Individual factors, the second aspect of job burnout, related to personal challenges of the employees either as a result of family-conflicts or health challenges which may affect their level of performance for the organisation. However, in a situation where there are inadequate

resources, librarians become burnout but when there are sufficient resources, invariably, they become positive, productive and committed to their work.

Organisational citizenship behaviour is a behaviour demonstrated by employees who show allegiance to co-workers, users and in particular to the organisation. The construct of organisational citizenship behaviour was established by Organ (1988). He described it as discretionary behaviour by an employee which is neither directly acknowledged nor rewarded by the organisation formally, but promotes organisation's efficiency and effectiveness. Employees within an organisation assist their colleagues in their day-to-day routines without any additional pay from the organisation. Uzonwanne (2014) reported that, in the fast-paced organisational environment in Nigeria, workers find it very important to help their colleagues in given tasks.

To further emphasise on the variable of organisational citizenship behaviour (OCB), it is one of the positive organisational constructs of interest as a result of its increasing impact to organisations, particularly in the area of psychological research and organisational behaviour. It is a behaviour characterised by discretionary and voluntary attitude which is neither indirectly acknowledged by the management nor rewarded but adds value to the growth and development of the organisation. However, employees who exhibit citizenship behaviour are more productive, thus improving the efficiency of work in the organisation. According to Dorothea (2013), organisational citizenship behaviour involves voluntary and informal attitude which are not acknowledged by the organisational remunerative system, but discretionarily and explicitly recognised. In other words, employees with citizenship behaviour attitude make extra effort that goes beyond the stipulated time of duty to positively influence the organisation and their colleagues.

Employees are neither enforced to exhibit citizenship behaviour nor required by the organisations in their specified job descriptions. It is a trait exhibited by employees who think the organisation deserves more from them. Invariably, citizenship behaviour is geared towards identifying and discovering employees' collective responsibility than individualistic effort. This means employees with such behaviour emphasise collective responsibility for occupational advancement and organisational growth. However, the achievement of every organisation depends on the attitude of their employees towards their colleagues and other personnel in the organisation. This established the fact that, employees' positive attitude towards their job and their colleagues in the organisation is a foundation toward higher

performance and an enabling resource towards higher profit and overall organisational goals (Suleiman, 2013).

On attaining citizenship behaviour, employees' become stabilised and maintain consistent performance output in the organisation. According to Podsakoff, Whiting, Podsakoff and Blume (2009), "citizenship behaviour is related to managerial assessment of employee performance, decisions on reward allocation and various withdrawal-related factors such as absenteeism, employee turnover intention and actual turnover" (p. 46). Librarians with such behaviour interact with other personnel both in and outside the library for exchange of ideas and in particular, they participate in all functions related to the library. This acknowledges the fact that librarians appreciate the importance of social systems and interpersonal relationships among colleagues. As a result of the interactions, librarians open up to one another concerning challenges they face in their workplace and solutions may emanate from their discussions. Also, in the aspect of knowledge transfer and knowledge sharing, librarians assist their colleagues by feeding them with vital and reliable information needed in their particular jobs. Thus, the importance of organisational citizenship behaviour to librarians includes avoidance of mistakes made by others, job accomplishment, innovation, and voluntarily helping others.

Besides improving work efficiency, the activities of organisational citizenship behaviour help employees to improve the firmness of their performance. When experienced employees voluntarily help new ones to learn the ropes, it enables them to be more productive, thus improving the efficiency of team work (Organ, Podsakoff & Mackenzie, 2006). Specifically, librarians who exhibit citizenship behaviour help their organisations to have an edge in competitive environment. This proves that librarians are working beyond the norms and their stipulated job descriptions which have contributed to the growth and development of their organisations.

Statement of the Problem

Job burnout is a global phenomenon that affects all categories of workforce including librarians in the university libraries. Librarians in Nigeria are faced with numerous challenges in their attempt to provide effective service delivery to users in their respective institutions. This is as a result of librarians feeling emotionally drained from work, feeling that they work too hard at their jobs, achieving less than what they should, lack of substantial electricity supply,

inadequate information communication technology equipment to assist the librarian to carry out their routines in the library and working overtime.

Furthermore, poor response to librarians with job burnout symptoms by the library management usually results from diverse job-related challenges such as role ambiguity, role conflict, workload and work pressure, lack of requisite interpersonal skills and interpersonal relationship. Olalude and Popoola (2013) observed that librarians experienced high level of job burnout as a result of low morale, negative dispositions, absenteeism and expectations not met by the library management. This has negative effects on the health conditions of librarians and particularly increases their job stress and burnout. However, when librarians experience job burnout, they may not be able to function effectively in their duties to achieve the library goals and objectives leading to rendering poor services to users.

It has been observed that organisational variables such as organisational citizenship behaviour and others could be the precursors of job burnout among librarians in Nigeria. This is why Bolino, Turnley, Gilstarp and Suazo (2010) noted that in spite of a positive association between organisational citizenship behaviour and other positive organisational constructs, they could instigate negative result on individual employees such as job burnout and intention to quite.

It is not clear the extent to which organisational citizenship behaviour could influence or control job burnout among librarians. In view of the above, this study deemed it fit to explore the influence of organisational citizenship behaviour on job burnout among librarians in university libraries in Nigeria.

Objective of the Study

The main objective of this study is to determine the influence of organisational citizenship behaviour on job burnout among librarians in university libraries in Nigeria. The specific objectives are to:

1. find out the level of job burnout among librarians in university libraries in Nigeria;
2. ascertain the extent of organisational citizenship behaviour exhibited among librarians in university libraries in Nigeria and
3. determine the influence of organisational characteristics on job burnout of librarians in university libraries in Nigeria.

Research Questions

In order to achieve the research objectives, the following questions are posed:

1. What is the level of job burnout of librarians in university libraries in Nigeria?
2. To what extent is organisational citizenship behaviour exhibited among librarians in university libraries in Nigeria?

4. Hypothesis

The following research hypothesis was tested in the study at = 0.05 level of significance:

1. Organisational citizenship behaviour has no significant influence on job burnout of librarians in university libraries in Nigeria.

LITERATURE REVIEW

Concept of Job Burnout

Job burnout syndrome is a psychological construct that causes setback to organisational performance. Job burnout first appeared in literature in 1969. It was further elaborated by Herbert Freudenberger in 1974 to explain different kinds of jobs that demand energy. Freudenberger and Richeison (1980) redefined his initial conceptualization of burnout to mean “a state of fatigue or frustration brought about by a devotion to a cause, way of life, or relationship that failed to produce the expected reward.” (p. 13). Encyclopedia Britannica (2011) defined burnout as wear out especially from overwork or overuse. Job burnout usually manifests in highly passionate, committed and hardworking employees. It is associated with service-oriented jobs such as physiotherapy, nursing, medicine, social work and in librarianship. Ojedokun, Idemudia, and Omotoso (2013) further observed that the study of job burnout and its antecedents has drastically increased among psychological and organisational researchers in and outside Nigeria over the years and in particularly among employees of various organisations such as the police, hospitals, libraries, schools and hotels.

The term, job burnout, has thus been presented as a psychological construct in the literature since its inception. Burnout, as a concept, “is a state of mental, emotional and physical exhaustion in response towards stress employees go through in organizations” (Hossein,

Bahareh, Fatemeh, Rezvan & Maryam, 2016, p. 4). Ibikunle, Umeadi and Akosile (2012) and Saduwa (2012) further explained it as a state of emotional, mental and physical tiredness triggered by prolonged stress in the workplace. According to them, excessive workload, low acknowledgement of performance, poorly designed job and difficult community of users are factors associated with job burnout in organisations. Thus, employees experiencing burnout may notice decrease in productivity, less flexibility and interpersonal conflict with colleagues, feeling that a job is boring, uninspiring and uninteresting.

Job burnout has three main stages. The first stage is when employees lose their feelings. At the second stage, employees experience deteriorating character and depersonalization, and at the final stage, employees are considered useless and inefficient (Hossein, Bahareh, Fatemeh, Rezvan & Maryam, 2016). Maslach (1993) described job burnout consisting of three phases, namely “exhaustion (depletion or draining of mental resources); cynicism (indifference or a distant attitude towards one’s job); and lack of professional efficacy (evaluating one’s work performance negatively, resulting in feelings of insufficiency and poor job-related self-esteem)” (p.21).

Emotional exhaustion, the first of the three dimensions of job burnout, is described as feeling emotionally over-extended and exhausted by one’s work. Being exhausted affects employees both psychologically and physically. Emotional exhaustion is categorised by absence of vigour and sensitivity that one has lost emotional resources. It influences individual’s energy component on employees’ burnout (Maslach, et al. 2001). Thus, the level of energy employees possess solely depends on the impact they contribute to the organisation’s growth. However, as the workload increases, job demands on employees also increases, particularly if the work requires sufficient time to get the job done. Okwaraji and Aguwa (2014), in a study of job burnout among nurses in Nigeria, reported that 42.9 percentage of the nurses had emotional exhaustion, 47.6 percentage suffered depersonalisation while 53.8 percentage had inefficacy. The study revealed that the level of emotional exhaustion among nurses in Nigeria was moderate.

Wright and Bonett (1997) explained that cynicism, known as depersonalisation, the second dimension of job burnout, refers to employee’s negative perception about the job. Employees feel rejected and discouraged when having burnout symptoms. They believe their job has no meaning to them and any task assigned may be unproductive. Moore (2000) noted that depersonalisation represents interpersonal component of burnout and coping style after

exhaustion. The findings of Ibikunle, Umeadi and Akosile (2012), in a study of physiotherapists, revealed that 66.2% of the respondents had exhaustion while 65.2% exhibited cynicism (depersonalisation) while 75.6% had high level of inefficacy. The study reported that the level of cynicism among physiotherapists was above average.

Reduced personal accomplishment (inefficacy), the third phase of job burnout denotes the propensity to assess oneself undesirably (Maslach, Leiter & Schaufeli, 2009). It can also be described as self-evaluation of oneself such as feeling of incompetence and lack of achievement. When employees feel stressed up, it reduces their level of functionality and they may feel unenthusiastic and unable to accomplish any task. The study of Thorsen, Tharp and Meguid (2011) on job burnout in Malawi among health workers showed that 72% of health workers had emotional exhaustion, 43% indicated depersonalization and 74% showed they had inefficacy. This implies that reduced personal accomplishment seems to be very common among health workers in Malawi. Also, Lasebikan and Oyetunde (2012) on burnout among nurses in general hospitals in Nigeria, showed 39.1% had emotional exhaustion and 29.2% showed symptoms of depersonalisation while reduced personal accomplishment had the highest rating in term of job burnout symptoms with 40.0%. The study indicated that the level of reduced personal accomplishment is high among nurses in Nigeria. A study among employees in England by Affleck (1996) measured the three dimensions of job burnout. The study indicated high level of job burnout among 52.8% of 142 in all three of its dimensions.

Citizenship Behaviour of Workers in Organisations

Organisational citizenship behaviour is an attitude demonstrated by employees to show allegiance to their co-workers, clients and in particular, the organisation. Organisational citizenship behaviour is a subject of focus, particularly in the area of psychological research as a result of its increasing impact on individuals and organisations (Podsakoff, et al., 2009), which has improved organisational effectiveness and efficiency of employees through task performance (Podsakoff, MacKenzie, Paine & Bachrach, 2000). The concept of organisational citizenship behaviour is not new; it could be traced back to the early works of Barnard (1938), and Katz (1964) (LePine, Erez, & Johnson, 2002). However, published papers related to organisational citizenship behaviour and other related constructs increased dramatically from 13 papers during 1983-1988 to 122 papers during 1993-1998 (Podsakoff, MacKenzie, Paine & Bachrach, 2000).

This shows a wide research and an acceptable construct. The term, organisational citizenship behaviour was coined by Organ (1988) and defined as “individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system but promotes the effective functioning of the organisation.” (p. 4). According to the definition, there are three critical thoughts. First, organisational citizenship behaviour emphasised discretionary behaviour; such conduct is not inclusive of the organisation’s job description. The second thought describes it as employees going extra mile to perform beyond job descriptions. Third, organisational citizenship behaviour impacts and contributes to organisational effectiveness and productivity. Saks (2006) defined organisational citizenship behaviour (OCB) as a formal voluntary behaviour that can help co-workers to improve cooperation within and outside the organisation. Dorothea (2013) emphasised that organisational citizenship behaviour involves voluntary and informal attitude that can help both the organisation and co-workers. This shows that employees who exhibit citizenship behaviour maximise their strength and are always willing to work beyond the actual job descriptions.

Review of literature from 1983 to 1999 shows approximately 30 variations on the variable of organisational citizenship behaviours (Podsakoff, et al. 2000). It has been grouped into seven classes such as, helping attitude, sportsmanship, organizational loyalty, organizational compliance, employee initiative, civic virtue and self-development. Furthermore, Konovsky and Organ (1996) were of the opinion that organisational citizenship behaviour has five dimensions, which are: altruism, courtesy, sportsmanship, civic virtue, and generalized compliance. They described altruism as a voluntary action that assists other employees with a problem. Courtesy refers to the ability to avoid problems with colleagues and abuse of human rights. Sportsmanship consists of any actions, enduring more than the ideal situations without showing remorse. Civic virtue is a behaviour showing the willingness to participate in any organisation related activities and, generalised compliance refers to optional actions outside the minimum need of the organisation in areas of attendance. Additionally, Organ (1988) is of the opinion that organisational citizenship behaviour comprised five activities namely, altruism, conscientiousness, sportsmanship, courtesy and civic virtue. He described altruism as assisting co-workers who have heavy workloads; conscientiousness refers to employees working beyond the norm; while sportsmanship means not complaining about trivial matters; courtesy refer to consulting with co-workers before taking action; and civic virtue means involvement in the political process within the organisation.

Furthermore, Organ, et al. (2006) submitted that organisational citizenship behaviour is subdivided into two separate entities. First is organisational citizenship behaviour of individuals, such as towards colleagues while the second relationship is organisational citizenship behaviour towards the organisation. The organisational citizenship behaviour of individual is referred to as a behaviour that is meant to benefit individuals and groups in the organisation (Turnley, Bolino, Lester & Bloodgood, 2003) whereas, organisational citizenship behaviour towards the organisation benefits the entire organisation (Turnley et al., 2003). Organisational citizenship behaviour towards the organisation facilitates and helps colleagues, makes work easier and simplified. This relationship will help librarians have interpersonal relationship with their colleagues which will go a long way to move the library forward.

Ogunleye, Oke, Olawa and Osagu (2014), in a study of school teachers in Nigeria, reported that female teachers perform better than their male counterparts in terms of organisational citizenship behaviour. The study revealed that female school teachers function better and they have high level of citizenship behaviour, engaging themselves in extra teaching and attention to pupils and colleagues.

Owolabi (2012) pointed out that librarians' attitude could determine whether libraries will achieve their organisational citizenship behaviour goals. Thus, librarians with citizenship behaviour are willing to perform better apart from their area of specialisations and work beyond their duration of time assigned by the library management, and this reciprocates the impact of citizenship behaviour on librarians. Also, studies have shown that citizenship behaviour is more than what employees are required to do, which could positively influence performance through an individuals' abilities in the organisation (Farh, Zhong, & Organ, 2004). Vigoda-Gadot (2007) also hinted at the possibility of negative occurrences emerging from organisational citizenship behaviour, which could include: pressurising and exploiting workers to work beyond their assigned tasks. Johnson, Truxillu, Erdogan, Bauer, and Hammer (2009) found out that when there is lack of trust between employees and their organisations, the level of uncertainty may diminish extra-role behaviours. However, the study of Robinson and Morrison (1995) concluded that the civic virtue behaviour, one of the activities of organisational citizenship behaviour shows employees' inadequacy after the organisation has failed to provide the needed resources for employees.

Organisational Citizenship Behaviour and Job Burnout

Harun, Fatih and Nejat (2011), considered job burnout as a determinant of organisational effectiveness and mentioned that scholars who have explored the effect of organisational citizenship behaviour on job burnout are scarce. They submit that studies have shown undesirable effects of organisational citizenship behaviour on job burnout. They also ascribed to the fact that employees who show citizenship behaviour do not expose themselves to burnout but exhibit sportsmanship for the betterment of the organisation. According to Schaufeli and Greenglass (2001) employees who are affected with high levels of job burnout will demonstrate less organisational citizenship behaviour. In addition, lack of organisational citizenship behaviour will result in more complex difficult working atmosphere, unhappy employees, unsatisfied job and lack of motivation. The study of Salehi and Gholtash (2011), with the population of 3100 in Islamic Azad University, with sample size of 341, showed that the three activities of job burnout predicted organisational citizenship behaviour negatively.

Some empirical studies have identified some influence among burnout and organisational citizenship behaviour. Cropanzano, Rupp and Byrne (2003) in their study established the influence of emotional exhaustion on organisational citizenship behaviour. They established that emotional exhaustion only affected citizenship behaviour towards the organisation negatively with no effect on organisational citizenship behaviours of individuals. However, employees who are emotionally exhausted may withhold organisational citizenship behaviours essential to the organisation rather than an individual whom they relate and interact frequently with. This informed that employees who feel emotionally exhausted may not have the courage to assist their organisations but may have the energy to do a personal task accomplishment for the organisation. Halbesleben and Bowler (2005) examined 190 adults' workers from various professions. The result revealed that employees with emotional exhaustion are not as much to be involved in organisational citizenship behaviour of organisation which shows an inclination in task performance. The study also found that emotional exhaustion has no effect on organisational citizenship behaviour of individual. These indicate that employees, who are emotionally exhausted, will negatively affect citizenship behaviour of organisation but will positively influence organisational citizenship behaviour of individuals.

Gilbert, Laschinger, and Leiter (2010) survey on the intervening role of job burnout with structural empowerment and organisational citizenship behaviour among 897 healthcare specialists in five Canadian hospitals. They report emotional exhaustion as importantly related

and having a mediating role on structural empowerment and organisational citizenship behaviour. The study further emphasised that emotional exhaustion mediating role does not have any correlation between the variables of structural empowerment and individual citizenship behaviour. This implies that job burnout factors emanating from work itself, colleagues and other external environmental such as families and the society may lead to burnout. However, Muhammad, Farhan and Shamyla (2012) agreed that employees who experience job burnout, are likely not to participate in extra-role behaviour in the organisation, instead demonstrate supervisor role to show their organisational citizenship behaviour.

In the study of Van Emmerik, Jawahar and Stone (2005), separating the concept of organisational citizenship behaviour as the only helping behavioural attitude, job burnout has little or no interaction with organisational citizenship behaviour. In the same study, the variables of job burnout were tested as against altruism of organisational citizenship behaviour. The study reported that altruism does not have any effect on inefficacy, cynicism as well as emotional exhaustion of job burnout. The investigation shows that organisational citizenship behaviour has nothing to do with emotional exhaustion and the other two indicators of job burnout. Aharon and Gil (2014), further emphasised that, when the other indicators of job burnout were controlled, the result shows an association between citizenship behaviour and inefficacy of job burnout. The study of Chiu and Tsai (2006) on 12 hotels and restaurants workers, reported an association with burnout, citizenship behaviour and job involvement. This evidently shows that depersonalisation of job burnout dimensions does not influence citizenship behaviour whereas exhaustion and inefficacy show undesirable effect on citizenship behaviour. Also, Sesen, Cetin and Nejatbasim (2011) examined the effect of job burnout on citizenship behaviour among 257 nurses in university teaching hospitals. It was revealed that, among the activities of job burnout, only inefficacy had an effect on organisational citizenship behaviour towards the organisation, while exhaustion and cynicism do not affect organisational citizenship behaviour towards the organisation.

Furthermore, Lambert (2010) investigated the influence of citizenship behaviour on job burnout among 160 staff of Midwestern prison. The report revealed an undesirable influence of organisational citizenship behaviour and its activities on job burnout. According to Xiao-Fu, Xiao-Hong, Qi-Wen and Lei's (2010) the study of teachers' perception of organisational justice and organisational citizenship behaviour as well as its effect on job burnout, job burnout negatively predicts organisational justice and organisational citizenship behaviour. It was also

established in the study that one of job burnout components, reduction in personal accomplishment have effects on teachers' perceptions of organisational citizenship behaviour.

Schepman and Zarate (2008) investigated the effect of burnout on citizenship behaviour among 40 workers in Europe. The result showed negative effect of the two variables. It further revealed that the more employees increase in burnout, the more they reduce in citizenship behaviour. According to Lin's (2007) study on the association of job burnout, work satisfaction as well as organisational citizenship behaviour on human resource staff, the study showed negative effect of the variables of job burnout and citizenship behaviour among employees. This study also buttressed the finding of Ikonne and Madukoma (2016) on correlation between job satisfaction, job stress and organisational citizenship behaviour among university libraries in Nigeria. The study showed a relationship among the constructs while Ishikawa (2006), in a gender-sensitive research, revealed negative effects on citizenship behaviour and job burnout.

Furthermore on the concept of job burnout and citizenship behaviour, studies have shown that in spite of a positive association between organisational citizenship behaviour and positive organisational constructs, they could instigate negative result on individual employees such as job burnout and intention to quit (Bolino, Turnley, Gilstarp, & Suazo, 2010). Employees who demonstrate citizenship behaviour in their organisations could lead to work overload, perceived job stress and intention to leave. Bergeron (2007) argued that organisational citizenship behaviour is an attribute that is beyond the bounds of the official task, which deprived the resources employees required to embark on the prescribed jobs. However, employees who portray high level of organisational citizenship behaviour should be cognisant of being involved in role conflict and work pressure at their workplace (Belogolovsky & Somech, 2010).

Methodology

This study adopted the survey research design. The population for this study consisted of all 624 librarians from all the 38 public universities (Federal and State) in Southern Nigeria, according to the Nigeria University Commission. Total enumeration was adopted for this study because the population size is manageable and enabled the researcher to collect data from all elements in the population, and this was done to ensure full participation of all the librarians in university libraries in Southern Nigeria. The study included all the 624 librarians. Thus, there is no sampling. The questionnaire consists of two sections. **Section A** dealt with the level of job burnout of librarians. The variable contains three constructs, namely "exhaustion, Cynicism

and inefficacy”. This section adapted the Burnout Inventory by Maslach C, Schaufeli W. B. & Leiter M. P (2001). The scale comprises 19 items on job burnout and a 6-scale measurement: Always-6; Very Often-5; Often-4; Sometimes-3; Rarely-2; Almost Never-1. While **Section B** This section dealt with organisational citizenship behaviour of librarians. The 20 measured of Rurkkhum & Bartlett, (2012) was used to measure the five components of organisational citizenship behaviour which are “altruism, conscientiousness, sportsmanship, courtesy and civic virtue.” The scale comprises 20 items and a 5-scale measurement: Very High Extent-5; High Extent-4; Some Extent-3; Low Extent-2 Very Low Extent-1. Data analysis was done using regression analysis, standard deviation, mean and percentage distributions. The time spent by the researcher on the survey field was four months. Description statistics were used to analyse the research questions and statistical package for social science (SPSS), 22.0 version was used to analyse the hypothesis.

Presentation of Findings

A total of Six hundred and twenty four (624) copies of questionnaire were administered to all librarians in university libraries in Nigeria while five hundred and two (502) copies of the questionnaire were properly completed and retrieved, giving a response rate of 80.4%.

Analysis of Research Questions

Research Question 1: What is the level of job burnout of librarians in university libraries in Nigeria?

Research question one was analysed with the aid of descriptive statistics such as frequency counts, simple percentages, tables; as well as, mean and standard deviation were used to analyse.

Decision Rule was further used to explain the table which range from ≤ 2.49 Low; 2.5 to 4.49= moderate; 4.5 to 6 =very high.

Table 1: Level of Job Burnout of Librarians in University Libraries in Nigeria

I experienced job burnout when.....	Always 6	Very Often 5	Often 4	Sometimes 3	Rarely 2	Almost Never 1	Mean	SD
	F(%)	F(%)	F(%)	F(%)	F(%)	F(%)		
Exhaustion								
Working with people all day long requires a great deal of effort	94 (18.7)	68 (13.5)	97 (19.3)	101 (20.1)	100 (19.9)	42 (8.4)	3.66	1.59
I feel emotionally drained from my work	34 (6.8)	36 (7.2)	46 (9.2)	179 (35.7)	76 (15.1)	131 (26.1)	2.76	1.46
I feel I work too hard at my job	27 (5.4)	50 (10.0)	53 (10.6)	117 (23.3)	122 (24.3)	133 (26.5)	2.69	1.48
I feel like my work is breaking me down	15 (3.0)	32 (6.4)	53 (10.6)	141 (28.1)	97 (19.3)	164 (32.7)	2.48	1.36
It stresses me too much to work in direct contact with people	18 (3.6)	25 (5.0)	40 (8.0)	71 (14.1)	184 (36.7)	164 (32.7)	2.27	1.32
I feel frustrated by my work	5 (1.0)	25 (5.0)	30 (6.0)	100 (19.9)	127 (25.3)	215 (42.8)	2.08	1.21
Average Mean Score = 2.66, SD = 1.40								
Cynicism								
I feel tired getting up in the morning and have to face another day at work	33 (6.6)	17 (3.4)	33 (6.6)	141 (28.1)	117 (23.3)	161 (32.1)	2.46	1.42
I have the impression that my users make me responsible for some of their problems	27 (5.4)	37 (7.4)	23 (4.6)	106 (21.1)	98 (19.5)	211 (42.0)	2.32	1.50
I feel my inconsistency determines the end result of my work and relationship with my clients	26 (5.2)	39 (7.8)	29 (5.8)	83 (16.5)	100 (19.9)	225 (44.8)	2.27	1.52
I feel I look after certain users impersonally, as if they are objects	20 (4.0)	15 (3.0)	26 (5.2)	75 (14.9)	145 (28.9)	221 (44.0)	2.06	1.30
I have become more insensitive to people since I have been working	20 (4.0)	25 (5.0)	8 (1.6)	38 (7.6)	99 (19.7)	312 (62.2)	1.79	1.34
I am afraid that this job is making me uncaring	12 (2.4)	18 (3.6)	10 (2.0)	45 (9.0)	85 (16.9)	332 (66.1)	1.67	1.20
I really do not care about what happens to some of my users	23 (4.6)	7 (1.4)	9 (1.8)	32 (6.4)	86 (17.1)	345 (68.7)	1.64	1.25
Average Mean Score = 2.03, SD = 1.36								
Inefficiency								
I achieve less than what I should	30 (6.0)	21 (4.2)	21 (4.2)	121 (24.1)	148 (29.5)	161 (32.1)	2.37	1.39
In my job, I do not get the desired results	18 (3.6)	9 (1.8)	20 (4.0)	78 (15.5)	138 (27.5)	239 (47.6)	1.96	1.24
My thinking process is slow	13 (2.6)	13 (2.6)	13 (2.6)	85 (16.9)	103 (20.5)	275 (54.8)	1.85	1.20
I doubt the significance of my work	14 (2.8)	15 (3.0)	17 (3.4)	46 (9.2)	120 (23.9)	290 (57.8)	1.78	1.21
I feel I am unprofessional in carrying out my daily routines	18 (3.6)	5 (1.0)	12 (2.4)	60 (12.0)	115 (22.9)	292 (58.2)	1.76	1.19
I feel like I am at the end of my rope	13 (2.6)	12 (2.4)	13 (2.6)	46 (9.2)	105 (20.9)	313 (62.4)	1.70	1.17
Average Mean Score = 1.90, SD = 1.23								
Overall Average Mean = 2.20, SD = 1.33								

Source: Field Survey, 2018

From Table 1, the level of job burnout among librarians in university libraries in Nigeria was found to be low ($\bar{x} = 2.2$ on the scale of 6); indicating that the librarians rarely experienced job burnout. All the three constructs measured under job burnout (exhaustion, cynicism and inefficiency) had low average mean scores of ($\bar{x} = 2.66$; 2.03 and 1.90 respectively). Exhaustion, which accounted for most of the feeling of job burnout, showed that librarians sometime had feeling of job burnout on a moderate level, scored a lower than average mean score ($\bar{x} = 2.66$ on a scale of 6). The feeling of exhaustion felt by librarians was attributed mainly to what they saw as the effort they needed to put into working with people all day long ($\bar{x} = 3.66$). This was distantly followed by their feeling emotionally drained ($\bar{x} = 2.76$) and the feeling that they worked too hard at their jobs ($\bar{x} = 2.69$).

The second indicator of job burnout, cynicism, revealed that librarians had low level of job burnout which is as a result of their rarely experience of burnout symptoms ($\bar{x} = 2.03$). This was attributed to feeling tired getting up in the morning ($\bar{x} = 2.46$), having the impression that users make them responsible for some of their problems ($\bar{x} = 2.32$), feeling that their inconsistency could determine the end result of their work and relationship with the users ($\bar{x} = 2.27$) and feeling as if they look after some users impersonally, as if they are objects ($\bar{x} = 2.06$). Inefficiency contributed the least to the experience of job burnout by librarians on their job ($\bar{x} = 1.90$); indicating that librarians had low level of inefficiency. For example, librarians did not attribute much of the feeling of job burnout they experienced at their jobs to inefficiency on their part. Rather, they did not see themselves as people whose thinking process was slow ($\bar{x} = 1.85$); they did not doubt the significance of the work they do ($\bar{x} = 1.78$) and they saw themselves as professionals in the conduct of their work ($\bar{x} = 1.76$).

All in all, findings show that librarians rarely experienced exhaustion, cynicism or inefficiency on their jobs, indicating that, though the librarians experience some degree of job burnout, they never regarded it as a major problem with their jobs.

Research Question 2: To what extent is organisational citizenship behaviour exhibited among librarians in university libraries in Nigeria?

Research question four was analysed with the aid of descriptive statistics such as frequency counts, simple percentages, tables; as well as, mean and standard deviation were used to analyse.

Decision Rule was further used to explain the table which range from ≤ 1.49 Very Low Extent; 1.5 to 2.49 = Low Extent; 2.5 to 3.49 = Some Extent; 3.5 to 4.49 = High Extent; 4.5 to 5.0 = Very High Extent.

Table 2: Organisational Citizenship Behaviour Exhibited by Librarians in University Libraries in Nigeria

I exhibit organisational citizenship behaviour when.....	Very High Extent	High Extent	Some Extent	Low Extent	Very Low Extent	Mean	SD
	5	4	3	2	1		
Courtesy	F(%)	F(%)	F(%)	F(%)	F(%)		
I do not abuse the rights of others	294 (58.6)	189 (37.6)	11 (2.2)	5 (1.0)	3 (0.6)	3.50	0.75
I take steps to prevent problems with other workers	279 (55.6)	204 (40.6)	10 (2.0)	4 (0.8)	5 (1.0)	3.47	0.75
I try to avoid creating problems for co-workers	301 (60.0)	158 (31.5)	19 (3.8)	13 (2.6)	11 (2.2)	3.42	0.94
I consider the impact of my actions on co-workers	284 (56.6)	176 (35.1)	29 (5.8)	8 (1.6)	5 (1.0)	3.36	1.01
Average Mean Score = 3.44, SD = 0.86							
Civic Virtue							
I keep abreast of changes in the organization	241 (48.0)	230 (45.8)	12 (2.4)	18 (3.6)	1 (0.2)	3.37	0.78
I read and keep up with organisation announcements, memos, and so on	222 (44.2)	199 (39.6)	33 (6.6)	28 (5.6)	20 (4.0)	3.11	1.11
I attend functions that are not required, but help the library's image	165 (32.9)	206 (41.0)	41 (8.2)	77 (15.3)	13 (2.6)	2.88	1.14
Average Mean Score = 3.12, SD = 1.01							
Conscientiousness							
I obey library's rules and regulations even when no one is watching	229 (45.6)	249 (49.6)	15 (3.0)	7 (1.4)	2 (0.4)	3.34	0.80
I am one of the most conscientious employees	191 (38.0)	269 (53.6)	28 (5.6)	14 (2.8)	0 (0.0)	3.19	0.94
My attendance at work is above the norm	178 (35.5)	216 (43.0)	18 (3.6)	82 (16.3)	8 (1.6)	3.05	0.95
I do not take extra breaks	160 (31.9)	181 (36.1)	35 (7.0)	83 (16.5)	43 (8.6)	2.77	1.19
Average Mean Score = 3.09, SD = 0.97							
Altruism							
I am always ready to lend a helping hand to those around me	203 (40.4)	261 (52.0)	20 (4.0)	15 (3.0)	3 (0.6)	3.24	0.87
I willingly help others who have work related problems	195 (38.8)	252 (50.2)	26 (5.2)	29 (5.8)	0 (0.0)	3.18	0.94
I help others who have heavy work load	143 (28.5)	311 (62.0)	30 (6.0)	3 (0.6)	15 (3.0)	3.04	0.97
I help orient new employees even though it is not required	190 (37.8)	230 (45.8)	47 (9.4)	32 (6.4)	3 (0.6)	3.02	1.14
I help others who have been absent	123 (24.5)	280 (55.8)	43 (8.6)	49 (9.8)	7 (1.4)	2.86	1.07
Average Mean Score = 3.07, SD = 1.00							
Sportsmanship							
I tend to make "mountain s out of molehills".	65 (12.9)	129 (25.7)	36 (7.2)	120 (23.9)	152 (30.3)	2.07	1.17
I am the classic "squeaky wheel" that always needs greasing	48 (9.6)	155 (30.9)	78 (15.5)	149 (29.7)	72 (14.3)	2.05	1.21
I always focus on what's wrong, rather than the positive side	61 (12.2)	109 (21.7)	23 (4.6)	142 (28.3)	167 (33.3)	2.04	1.10
I consume a lot of time complaining about trivial matters	52 (10.4)	114 (22.7)	41 (8.2)	163 (32.5)	132 (26.3)	2.01	1.11
Average Mean Score = 2.04, SD = 1.15							
Overall Average Mean = 2.95, SD = 1.00							

Source: Field Survey, 2018.

From Table 2, librarians in university librarians in Nigeria exhibited organisational citizenship behaviour to some extent ($\bar{x} = 2.95$). Courtesy was accounted for as the highest average mean score, indicating some extent ($\bar{x} = 3.44$). This was attributed mainly to the effort they needed to avoid abusing the rights of others ($\bar{x} = 3.50$), taking steps to prevent problems with other

workers ($\bar{x} = 3.47$). This was closely followed by avoiding creating problems with other workers ($\bar{x} = 3.42$) and considering the impact of their actions on co-workers ($\bar{x} = 3.36$). Civic virtue was rated second with an average mean score indicating some extent ($\bar{x} = 3.12$). This was as a result of keeping abreast of changes in the organisation ($\bar{x} = 3.37$), followed by reading and keeping up with organisation announcements and memos ($\bar{x} = 3.11$) and attending functions that are not required, but help the library's image ($\bar{x} = 2.88$). Also, conscientiousness revealed some extent in the average mean score ($\bar{x} = 3.09$); indicating that librarians obey library's rules and regulations even when no one is watching ($\bar{x} = 3.34$), followed by being one of the most conscientious employees ($\bar{x} = 3.19$), their attendance at work is above the norm ($\bar{x} = 3.05$) and they do not take extra breaks ($\bar{x} = 2.77$).

The librarians revealed they exhibited altruism to some extent with an average mean of ($\bar{x} = 3.07$). This was attributed to their readiness to lend a helping hand to those around them ($\bar{x} = 3.24$), closely followed by their willingness to help others who have work related problems ($\bar{x} = 3.18$) and helping others who have heavy work load ($\bar{x} = 3.04$), orientating new employees even though it is not required ($\bar{x} = 3.02$) and helping others who have been absent ($\bar{x} = 2.86$). Sportsmanship, the last aspect of organisational citizenship behaviour, had the lowest average mean score ($\bar{x} = 2.04$); suggesting that the extent to which librarian exhibited sportsmanship was found to be low. This was attributed to librarians making mountains out of molehills ($\bar{x} = 2.07$), followed by being the classic squeaky wheel that always needs greasing ($\bar{x} = 2.05$) and focusing on what is wrong, rather than the positive side ($\bar{x} = 2.04$) as well as consuming a lot of time complaining about trivial matters ($\bar{x} = 2.01$).

All in all, from findings, librarians exhibited organisational citizenship behaviour in university libraries in Nigeria to some extent, indicating that, though the librarians exhibited some degree of organisational citizenship behaviour, they never regarded it as important to their job.

Testing of Research Hypothesis

The following research hypothesis was tested at $\alpha = 0.05$ level of significance

Hypothesis: Organisational citizenship behaviour has no significant influence on job burnout of librarians in university libraries in Nigeria.

Table 3: Influence of Organisational citizenship behaviour on job burnout of librarians in university libraries in Nigeria

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	68.288	4.653		14.678	.000
Organisational citizenship Behaviour	.453	.078	.252	5.815	.000
R = .252^a R² = 0.063, Adjusted R² = 0.061 F = 33.813, P = 0.000					
a. Dependent Variable: Job Burnout					

Table 3 indicates that organisational citizenship behaviour ($\beta = .252, p < .05$) significantly influenced job burnout of librarians in university libraries in Nigeria. Based on this, null hypothesis was rejected. The table also shows that 6% of the variation in the dependent variable (Job Burnout) was accounted for by the independent variables (Organisational citizenship behaviour) ($t_{(498)} = 5.815, R\text{-squared} = .063, p < .05$). It means that the p-value associated with the T-statistics was less than the 0.05 level of significance. This is an indication that the independent variable was a good predictor of job burnout of librarians in university libraries in Nigeria. By implication, employees with an attribute of organisational citizenship behaviour assist their colleagues with heavy workload to prevent job burnout in the organisation.

Discussion of Findings

This study indicates that librarians in university libraries in Nigeria exhibited organisational citizenship behaviour to some extent. This suggests that, although organisational citizenship behaviour is a popular practice, the respondents seem to exhibit this practice to a relative degree. This finding disagreed with the work of Uzonwanne (2014), on workers in Nigeria which reported that employees within an organisation assist their colleagues in their day-to-day activities without any additional pay from the organisation. The study further established that within organisation's environment in Nigeria, workers regard it very important amid their busy schedule to assist their colleagues.

The result of the findings revealed that (using the mean) courtesy was rated the highest average mean among the components of organisational citizenship behaviour indicating some extent. This was attributed mainly to the librarians showing some efforts not to abuse the right of others, avoid creating problems for co-workers, taking steps to prevent problems with other workers and considering the impact of their actions on co-workers. This study is similar to the work of Owolabi (2012) who pointed out that librarians' attitude could determine whether libraries will achieve their organisational citizenship behaviour goals. Thus, librarians with citizenship behaviour are willing to perform better apart from their area of specialisations and work beyond their duration of time assigned by the library authorities.

Hypothesis three revealed that organisational citizenship behaviour ($\beta = .252, p < .05$) significantly influenced job burnout of librarians in university libraries in Nigeria. This study buttresses the findings of Ikonne and Madukoma (2016) on correlation between job satisfaction, organisational citizenship behaviour and job stress which is one of the job burnout components among university libraries in Nigeria. The study shows a relationship among organisational citizenship behaviour and job stress. The investigation shows that organisational citizenship behaviour could positively influence job burnout and its components.

However, this finding disagrees with the study of Yusuf and Ayşe (2013) that teachers with burnout are inefficient to tutor their pupils and that burnout may affect their organisational citizenship behaviour. The situation emanates as a result of job burnout-related occurrences such as sickness, lack of energy and inadequate resources for task accomplishment. As a result of this, employees are left with less or no resources to accomplish their personal task, and this invariably increases job stress which may lead to job burnout. The results also revealed that the

more employees increase in burnout, the more they reduce in citizenship behaviour. Invariably, employees who demonstrate citizenship behaviour in their organisations could be inclined towards work overload, perceived job stress and intention to leave.

Conclusion

Building on the findings of this research, it was concluded that contrary to expectation, librarians' level of job burnout was very low and this implies that they did not feel stressed in their workplaces. The study found out that librarians in university libraries in Nigeria exhibited organisational citizenship behaviour of librarians was to a certain extent while few of them exhibited organisational citizenship behaviour to a high extent. Hence, the study concluded that there is need for the librarians to exhibit more of organisational citizenship behaviour among their colleagues and users in university libraries in Nigeria, most especially in Southern Nigeria. On the other hand, there was a generally high level of organisational behaviour among librarians in university libraries in Nigeria.

Recommendations

1. The study underscored a low level of job burnout of librarians in university libraries in Nigeria. Hence, library management in Nigeria should maintain the current working atmosphere in tandem with ensuring improvement to sustain the good working experience.
2. The study indicated a relatively low organisational citizenship behaviour among librarians in university libraries in Nigeria. The librarians should be encouraged by the library management to cultivate the practice of organisational citizenship behaviour.
3. Training towards improving librarians' organisational citizenship behaviour to prevent job burnout should be organised by the library management.

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