

**JOB CHARACTERISTICS, WORK ENGAGEMENT,
ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND JOB
BURNOUT AMONG LIBRARIANS IN UNIVERSITY LIBRARIES IN
SOUTHERN NIGERIA**

AKINOLA, ADEYEMI ADEWALE

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SOUTHERN NIGERIA**

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**BEING A THESIS SUBMITTED IN THE DEPARTMENT OF
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CERTIFICATION

This Thesis titled, **JOB CHARACTERISTICS, WORK ENGAGEMENT, ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND JOB BURNOUT AMONG LIBRARIANS IN UNIVERSITY LIBRARIES IN SOUTHERN NIGERIA** prepared and submitted by **AKINOLA, ADEYEMI ADEWALE** in partial fulfilment of the requirements for the degree of **DOCTOR OF PHILOSOPHY (Information Resources Management)** is hereby accepted

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DEDICATION

This work is dedicated to the Almighty God

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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 lack of understanding of job characteristics, low level of work engagement and inability to exhibit citizenship behaviour in the library. The study investigated the influence of job characteristics, work engagement and organisational citizenship behaviour on job burnout among librarians in university libraries in Southern 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. A validated questionnaire was used to collect data. The Cronbach's Alpha reliability coefficients for the constructs ranged from 0.72 to 0.95. The response rate was 80.4%. Data were analyzed using descriptive and inferential (simple and multiple regression) statistics.

The findings revealed that the combined influence of job characteristics, work engagement and organisational citizenship behaviour on job burnout of librarians in university libraries in Southern Nigeria was significant ($F_{(3,498)} = 13.354$, $Adj. R^2 = .069$, $p < .05$). Job characteristics significantly influenced job burnout of librarians in university libraries in Southern Nigeria ($\beta = .126$, $t_{(498)} = 2.838$, $R^2 = .016$, $p < .05$); likewise work engagement significantly influenced job burnout of librarians in university libraries in Southern Nigeria ($\beta = .184$, $t_{(498)} = 4.191$, $R^2 = .034$, $p < .05$) and organisational citizenship behaviour also significantly influenced job burnout of librarians in university libraries in Southern 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). The librarians had much understanding of their job characteristics ($M = 2.50$, $SD = 0.61$ on a scale of three). There was a very high level of work engagement among librarians ($M = 4.67$, $SD = 1.27$ 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 factors such as job characteristics, work engagement and organisational citizenship behaviour contribute to low level of job burnout among librarians in universities in Southern 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. Library authorities should train librarians on organisational citizenship behaviour, job characteristics and on maintaining good work ethics to prevent job burnout.

Keywords: Job burnout, Job characteristics, Librarians, Organisational citizenship behaviour, University libraries, Southern Nigeria, Work engagement

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CHAPTER ONE

INTRODUCTION

1.1. Background to the Study

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.

To further expound on the concept of job burnout, job burnout in organisations usually manifests among highly passionate, committed and hardworking employees. It is also associated with service-oriented jobs such as physiotherapy, nursing, medicine, social works, fire-fighters and in librarianship. However, the occurrence of job burnout among librarians manifests with several symptoms which are related to psychological, physiological and cognitive symptoms. These symptoms, as it were, could affect librarians and other library personnel in carrying out essential duties in the library. Due to these factors, librarians experience frustration of inability to alleviate physical, emotional and mental symptoms leading to undesired organisational outcomes, such as lack of organisational commitment, job dissatisfaction and lack of observable progress with users (Lasebikan & Oyetunde, 2012).

Job burnout among librarians triggers their health, leading to mental illness, physical disorder, high blood pressure and other health implications. The outcomes of these negative feelings and health complications negatively influence librarians to display undesirable organisational attitude and low work morale which affect their performance to provide effective and enabling services to users. In Nigeria, job burnout has been associated with health challenges and reduced well-being. It is associated with different kinds of problems on the job such as absenteeism, poorly designed job, job dissatisfaction and high turnover intension (Olalude & Popoola, 2013). These situations occur due to librarians having excessive workload, low acknowledgement of performance, poorly-designed job and difficult set of users requiring attention in the library.

It is important to know that the implication of job burnout for employees as well as their external environment specified that employees' qualities of social interaction and level of engagement at the workplace is likely to expose them to occupational stress and job burnout. The preference for number of working hours has influence on employees' health-related issues as well as relationship with colleagues and family members (Barneet, Gareis & Brennan, 1999). This could be as a result

of job demands conflicting with family demands which may affect relationship with their families and interaction with colleagues. In other words, excess time spent at work reduces librarians' family commitment which could bring about low performance at the organisational and family levels. A study by Casey (2012) which examined the level of occupational stress in schools, hospitals, police, and libraries found out that librarians had the highest level of job stress due to high number of users they attend to and other managerial obligations.

The various ways job burnout has been addressed and documented indicates that, when employees experience job burnout, their actual performance in the organisation cannot be compared with their previous engagement due to job stress. In Nigeria, lecturers were found vulnerable to job burnout due to the number of students they attend to (Salami, 2011). Having good social interactions enables librarians to relate and discuss problems they are facing on a particular task. Also, reduction of workload and good interpersonal relationship with colleagues at workplace, together with organisational motivation, reduce conflict and burnout for librarians in the library. Notably, emergence of positive psychological constructs such as work engagement, organisation citizenship behaviour and understanding the five core job characteristics of librarians emphasises good life and wellness and could be a way out of job burnout.

Job characteristics, the first independent variable of this study is described as a construct that determines employees' work design, work outcome and extent to which a job is structured in a particular organisation. It relates to employees' sense of personal control, sense of task completion and job burnout. Job characteristics were introduced in the 1940's by industrial psychologists to initiate desire for managers and heads of organisations to understand how job outcomes relate to individual and organisational attitudes. Between 1960 and 1980, scholars embarked on the study of job characteristics. The studies produced two major findings regarding job characteristics. The first suggests that job characteristics are related to organisational commitment, work engagement, job satisfaction and organisational citizenship behaviour while the second states that there is a relationship between job characteristics and job burnout of organisational personnel (Podsakoff, Whiting, Podsakoff & Blume, 2009).

The commonly investigated activities of job characteristics are skill variety, task significance, task identity, autonomy and feedback. The reliability for the subscales of the job characteristics factors

has also proved that it can only be measured by these same factors such as skill variety, task identity, task significance, autonomy and feedback (Johari, Mit & Yahya, 2009). These activities of job characteristics are variables employees should possess for innovation, creativity and dynamism in the organisation to secure an edge in the competitive environment. Employees are required to have these characteristics for pro-activeness in the organisation.

Skill variety can be described as the different activities carried out by employees to actualise performance in the organisation. Task significance means the extent to which a routine has a formidable effect on the organisation, colleagues and the external environment. It specifies that for a task to be executed, employees must envisage its impact on the organisation and the external bodies. Task identity means identifying portions of routines and embarking on the task with a remarkable outcome. Autonomy refers to extensive and independent will of employees to determine the procedures used for the job while feedback entails providing organisations' heads and clients with direct and adequate information about employees' performance (Hackman & Oldham, 1980). These five activities of job characteristics in the organisation give employees favourable work environment and job outcome alongside exposure to varieties of opportunities and more experience on the job. It also signifies employees' task specifications such as division of labour, job specialisations, initiative, decision-making and proactiveness. However, the understanding of job characteristics increases employees' performance and their responsibility to the organisation (Nwosu, Akunne & Oguegbe, 2013). This would further improve employees functioning abilities to have control over their jobs and their commitment to actualise their potentials for the organisation.

The five activities of job characteristics would lead to employees' three critical psychological states of job characteristics which are experienced meaningfulness of the work, experienced responsibility for the outcomes of the work and knowledge of the actual results of the work activities (Rusconi, 2005). These critical states indicate that skill variety, task identity and task significance are identified as experienced meaningfulness of the work. Autonomy is denoted as having experienced responsibility for the outcomes of the work while feedback indicates knowledge of the actual results of the work activities. Also, the motivating potentials of librarians to determine their job characteristics could be directly related to the meaningful experience their work provides as well as the outcome of their efforts. This would certainly improve the

psychological state of librarians to actualise their specific jobs in the library. Thus, the outcome and the knowledge results of a particular task are usually affected by the feedback librarians receive from doing assigned task.

Library management and heads of department create a level playing ground for librarians to understand their job descriptions and area of specialisations in order to have presumed knowledge of their job. As a result of this, job characteristics bring out the functioning abilities of the librarians and how they can be effectively used to minimise job burnout. It also provides librarians the avenue to work with the library's job plan, structures as well as the ability for them to be committed and perform up to desired expectations. Also, the five indicators as well as the three critical psychological states of job characteristics affect librarians and their work outcomes in respective tasks such as high quality work performance, high satisfaction with work, high internal work motivation, and low absenteeism and turnover. Studies carried out in Nigeria, as shown in the literature emphasised that personal and work outcome will increase employees' productivity, job satisfaction, and employees' sense of attachment to the organisation (Aunne & Oguegbe, 2013). This will certainly improve employees' engagement on the job which could influence their in-role and extra-role performance in various organisations.

Work engagement is another variable that is related to job burnout. It is described as a state of mind in which employees consider their daily routines to be personally meaningful, feeling positive about their work, and are involved in, committed to, and enthusiastic and passionate about their work. The term, work engagement, gives employees the needed functioning abilities to work for the organisation with clear job characteristics for desired organisational outcome while being engaged on the job. Shuck and Wollard (2010) presented a synthesised definition of work engagement as an "individual employee's cognitive, emotional, and behavioural state directed towards a desired organisational outcomes" (p. 103). Aina (2000) also described work engagement as right employees possess to do what is required for the advantage of their organisations and clients.

Engaged employees have a positive, fulfilling, work-related state of mind characterised by vigour (energy, concentration, strain, persistence in the face of inconveniences), dedication (inspiration and challenge, full of work enthusiasm) and absorption (like an enduring flow-experience)

(Schaufeli, Taris & Bakker, 2006). Vigour refers to the state of having high level of energy, the readiness to put in energy in one's activities and ability to work in difficult times. Dedication means employees' involvement in a task and showing a sense of belonging, having enthusiasm and being challenged about the work. Absorption implies employees being focused on the job, having felt that time passes but they are unwilling to abandon their job. This shows that engaged employees are vibrant in task accomplishment and they provide a level of trust that managers can depend on. Their willingness to job accomplishment testifies growth and development in the organisation. Recently in Nigeria, according to Nwinyokpugi (2015), work engagement is an area of emphasis for employees' growth and elimination of replacement costs.

The role of a dedicated and enthusiastic librarian cannot be overemphasised in the administration of a library. Engaged librarians demonstrate personal initiative, proactive behaviour, learning and motivational abilities. They exhibit a fulfilled state of mind in doing a particular given task with the needed energy and the enabling abilities to achieve the best desired result for their organisations. They are known to have a positive attitude dimension and a strong job identification which show they are always enthusiastic about any task they find themselves doing and because of this attitude, they create a good relationship with their colleagues which in turn leads to positive organisational outcome. As a result of this exhibited attitude, engaged librarians stimulate energy and devote time and efforts to their work as an important and meaningful pursuit in the organisation.

Engaged librarians are known for positive approaches to work, positive mind-set, higher levels of psychological well-being, and increase in employees' ability and organisational job performance. This assertion shows that librarians, who are fully involved in their jobs, are usually passionate about it, their health status is always in good condition and they have less family conflicts. It also signifies the fact that work engagement is expected to remain sustained once librarians' psychological well-being is high (Robertson & Cooper, 2010), just as work engagement was also found to be the most important psychological well-being for sustaining organisational performance. Thus, the psychological well-being of librarians enhances the library's performance and productivity. This suggests that libraries need to focus more on sustainable strategies that target librarians' commitment to their community of users, colleagues, family as well as the organisation.

The most important characteristics of an engaged librarian is the availability of job resources. Job resources is described as the physiological and psychological traits of the work that reduces job demands and promotes organisational productivity besides employees' development. The availability of job resources drives librarians' commitment with a positive attitude towards job accomplishment due to the fact that they are satisfied with having pleasant state of mind at the end of the task. Job resources impact positively on work environment and challenging tasks of engaged librarians. Engaged librarians believe the paramount thing for managers and departmental heads is to make the library a better place and a conducive environment for best practices. However, libraries that provide enabling environment and adequate resources for librarians and other library personnel, motivate them to be dedicated and enthusiastic on their job and also have a level of trust for the organisation.

Among the factors that can influence engaged librarians on the job are good governance and managerial attitude by the library management and department heads. The creation of an atmosphere that is conducive and connects the librarians to the library enhances work engagement. These relationships will further assist librarians to be more committed to the library and willing to engage in their job. However, librarians who trust their management appear to have more pride in the organisation and are more likely to feel they are applying their individual talents for the organisation (Blessing-White, 2006). This also signifies that librarians who feel their management has good knowledge of what they do exhibit their organisational citizenship behaviour and see the organisation as a conducive environment for best practices. This also promotes the use of their unique talents as well as positively influences their well-being and performance for the organisation (Crabtree, 2005).

Organisational citizenship behaviour, the third independent variable of this study, 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).

Organisational citizenship behaviour consists of three aspects. First, organisational citizenship behaviour emphasises unrestricted conduct, which is not included in the job description. The second aspect is attributed to employees going further to perform beyond their job description. Third, organisational citizenship behaviour impacts and contributes to organisational effectiveness and productivity. Based on these three important of organisational citizenship behaviour, Organ (1988) submitted that organisational citizenship behaviour comprises five activities namely,

altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Altruism is a voluntary action by an employee to assist other colleagues to solve a particular problem. Conscientiousness refers to employees working beyond the norm. Courtesy refers to the ability to avoid problems with other librarians and abuse of human rights of others. Sportsmanship consists of actions tolerating less than ideal circumstances without complaints. Civic virtue is a behaviour showing willingness to responsibly participate in the functioning of the organisation.

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.

The variables of job characteristics, work engagement and organisational citizenship behaviour which are the independent variables for this study are positive organisational constructs that are

related and contribute to the positive psychological well-being of employees. Scholars in the field of psychological research have described them as positive components of the organisation that improve employees' lifestyle and their well-being. They also provide enabling environment for organisations to achieve their goals through having high levels of productivity and performance. Soane, Truss, Alfes, Shantz and Gatenby (2012) explained that organisational citizenship behaviour, understanding of job characteristics and work engagement are positive outcome of organisational behaviour due to the fact that employees are not only engulfed with positive psychological and physical enablement, but are also motivated by the positive organisational outcome.

Job burnout is a construct that brings setback to employees' performance and job accomplishment. When librarians are having roles-conflicts and extra roles to play in the organisation, they may experience burnout as they may lack the enabled energy and resources to actualise their potentials for the organisation. Job burnout, job characteristics, work engagement and organisational citizenship behaviour are psychological dimensions that occur in organisations. In a situation where there are inadequate resources, librarians become burnout but when there are sufficient resources, invariably, they become positive, productive and engaged in their work. Notably, numerous studies have confirmed that positive psychological constructs such as job characteristics, work engagement and organisational citizenship behaviour are established in job resources and not with job demands. On the other hand, job burnout is significant to both job resources and demands resources due to its specific nature and vulnerability to the library (Bakker, Albrecht & Leiter, 2011).

Academic librarians are academic staff in higher institutions of learning such as polytechnics, colleges of education and universities. They are certified with at least Bachelor or Master's degrees in Library and Information Science and Information Resources Management. They offer various services such as dissemination of information, reference services, collecting, processing and sharing of information materials to their users. The study focused on librarians working in university libraries in Southern Nigeria, examining job characteristics, work engagement, organisational citizenship behaviour and job burnout. These universities are spread amongst all the states in three geopolitical zones which comprise South-West, South-South and South-East. There are thirty eight (38) public universities in Southern Nigeria (National Universities Commission,

2016). They comprise eighteen (18) federal universities and twenty (20) state owned universities. Each of these universities has a library manned by a university librarian working with other professional librarians to provide services and educational support to students, lecturers and communities of users in various institutions.

1.2. Statement of the Problem

Job burnout is a global phenomenon that affects all categories of workforce including librarians in the university libraries. Librarians in the Southern part of 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 job characteristics, work engagement and organisational citizenship behaviour could be the precursors of job burnout among librarians in Southern 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 job characteristics, work engagement and 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 job characteristics, work engagement and organisational citizenship behaviour on job burnout among librarians in university libraries in Southern Nigeria.

1.3. Objective of the Study

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

1. find out the level of job burnout among librarians in university libraries in Southern Nigeria;
2. determine the extent to which librarians in university libraries in Southern Nigeria understand the characteristics of their jobs;
3. identify the level of work engagement of librarians in university libraries in Southern Nigeria;
4. ascertain the extent of organisational citizenship behaviour exhibited among librarians in university libraries in Southern Nigeria;
5. determine the influence of job characteristics on job burnout of librarians in university libraries in Southern Nigeria;
6. establish the influence of work engagement on job burnout of librarians in university libraries in Southern Nigeria;
7. determine the influence of organisational characteristics on job burnout of librarians in university libraries in Southern Nigeria and

8. find out the combined influence of job characteristics, work engagement and organisational citizenship behaviour on job burnout of librarians in university libraries in Southern Nigeria.

1.4. 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 Southern Nigeria?
2. To what extent do librarians in university libraries in Southern Nigeria understand the characteristics of their job?
3. What is the level of work engagement of librarians in university libraries in Southern Nigeria?
4. To what extent is organisational citizenship behaviour exhibited among librarians in university libraries in Southern Nigeria?

1.5. Hypotheses

The following research hypotheses were tested in the study at = 0.05 level of significance:

Ho₁. Job characteristics do not significantly influence job burnout of librarians in university libraries in Southern Nigeria.

Ho₂. Work engagement does not significantly influence job burnout of librarians in university libraries in Southern Nigeria.

Ho₃. Organisational citizenship behaviour has no significant influence on job burnout of librarians in university libraries in Southern Nigeria.

Ho₄. Job characteristics, work engagement and organisation citizenship behaviour will not jointly influence job burnout of librarians in university libraries in Southern Nigeria.

1.6. Scope of the Study

This study focused on job characteristics, work engagement, organisational citizenship behaviour and job burnout of librarians in university libraries in Southern Nigeria. It also covered all indicators of the four variables, namely, Job burnout “Exhaustion, Cynicism and Inefficacy”, Job Characteristics “Skill Variety, Task Significance, Task Identity, Autonomy and Feedback”, Work engagement “Vigour, Dedication and Absorption” and Organisational citizenship behaviour “Altruism, Conscientiousness, Sportsmanship, Courtesy and Civic Virtue”. The study went further to establish the combination of the variables of job characteristics, work engagement and organisational citizenship behaviour as they jointly influence job burnout.

Respondents in this study were drawn from the 38 public universities (federal and state) in the southern part of Nigeria which comprise of three geo-political zone which are South-West, South-South and South-East. Private universities were not included. Public universities libraries were selected because they have been in existence for decades and they have librarians with wealth of experience whom adequate information can be acquired. Professional librarians who hold at least Bachelor’s or Master’s degrees in Library and Information Science and Information Resources Management served as the respondents for this study. In addition, the study excluded all para-professionals and administrative staff such as library assistants, clerical staff, porters and cleaners but covered all professional librarians in universities in the southern part of Nigeria. These are the library workers considered in this study.

The outcome of this would then be used in proffering solutions to the problem of job burnout among librarians in university libraries in Southern Nigeria.

1.7. Significance of the Study

This study is expected to provide empirical evidence on the influence of job characteristics, work engagement and organisational citizenship behaviour on job burnout of librarians among university libraries in Southern Nigeria. Based on the conceptual model, the study filled the gap in literature by empirically validating the theoretical components of job characteristics, work engagement, organisational citizenship behaviour as they influence job burnout of librarians. The study could also be significant to researchers as it served as a theoretical framework upon which

other studies relating to job characteristics, work engagement, organisational citizenship behaviour and job burnout can be built. The study would also serve as a reference point for researchers who wish to carry out related studies.

The findings of this study would be of significance to university libraries in Nigeria, as it would raise awareness of, and provide solutions to the challenges of job burnout among librarians in Southern Nigeria. Results of the study would also ascertain librarians' commitment and contributions to the growth and development of the library. This is important, considering the role libraries play in the growth and development of universities most especially in the developed and some African countries. It would also bring to the notice of the university librarians and university management in Southern Nigeria the need to provide adequate resources for the librarians. The study of job characteristics, work engagement and organisational citizenship behaviour would also help policy-makers and library administrators to understand the factors that can trigger job burnout among librarians.

1.8. Operational Definition of Terms

Job Burnout: It is an unpleasing feeling exhibited by librarians due to decrease in energy, motivation, efficiency of work and increase in job demand and, often, without enough resource.

Job Characteristics: These are the peculiar qualities or nature of a job; the way in which a job is structured in a particular organisation and they are usually associated with skill variety, task significance, task identity, autonomy and feedback.

Librarians: Staff of university libraries possessing professional qualifications such as Bachelor's or Master's degree in Library and Information Science and Information Resources Management.

Organisational Citizenship Behaviour: This refers to librarians' conduct or behaviour characterised by making extra effort that goes beyond the stipulated call of duty in the library.

University Library: This is an information centre established to meet the needs of students, staff and communities of users.

Work Engagement: This refers to librarians having a fulfilled state of mind by doing a particular given task that involves being dedicated and enthusiastic to achieve the best desired result.

CHAPTER TWO

REVIEW OF LITERATURE

The review of related literature in this study is carried out under the following specific sub-headings:

2.2. Concept of Job Burnout

2.3. Job Characteristics of Workers in Organisations

2.4. Job Characteristics and Job Burnout

2.5. Work Engagement of Workers in Organisations

2.6. Work Engagement and Job Burnout

2.7. Citizenship Behaviour of Workers in Organisations

2.8. Organisational Citizenship Behaviour and Job Burnout

2.9. Theoretical Framework

2.9.1. Job Demands-Resources Model

2.9.2. The Job Characteristics Model

2.9.3. Organisational Citizenship Behaviour Theory

2.10. Conceptual Model of the Study

2.11. Appraisal of Literature

2.1. 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.

Kant, Jansen, Van-Amelsvoort, Mohren and Swaen (2004) illustrated job burnout in a longitudinal study among 12,000 Dutch employees. They estimated that the average duration of severe job burnout was about 2.5 years. Odelia (n. d), in a study on job burnout of librarians on academic libraries in Israel, revealed that librarians has a low level of burnout in Israel. Maslach burnout inventory questionnaire administered on the level of job burnout among librarians revealed that few young librarians were frustrated and lacked self-fulfilment. Embriaco, Papzian, Kentist-Bames, Pochard and Azoulay (2007) in their review of Burnout syndrome among critical care healthcare workers. The study observed that Burnout syndrome as measured by the Maslach Burnout inventory was present in about 50% of critical care physicians and in one third of critical care nurses with severity of burnout being related to the number of working hours of the critical care staff. The higher the working hours the more severe the burnout syndrome experienced.

Bakker, Demerouti and Sanz-Vergel (2014) opined that job burnout is generally categorised into two aspects, which are, situational factors and individual factors. The situational factors include high level of job demands and inadequacy of job resources. The demand to execute assigned task is very important to every employee which may be included in their job descriptions. Job demands are usually related to physical and emotional aspects of the work which always resulted in fatigue and other health-related issues. Equally, job demands require employees' sustainable effort to accomplish the job. Increase in job burnout is said to be associated with increase in job demand and non-availability of job resources (Majid, Reza & Batool, 2014). It is notable that, in a situation where organisation has enough resource that caters for the well-being of their employees, the physical, psychological and social aspects of the job, job demands and job burnout will be reduced.

Individual factors, which is the second aspects of job burnout, state that employees may have personal challenges either as a result of family-conflicts or health challenges. According to Balogun (2014) in a study among female workers in Nigerian banks, work-family conflict significantly influences the three component of job burnout, indicating that work-family conflict has a negative effect on job burnout of female workers. It has also been noticed that job burnout is an important variable that exposes employees' weak performance which has always been

influenced by their individual's attitudes, physical and health related issues. This is in line with the opinion of Sanjer, Zahra and Zahra (2013), which says that individual differences reduce employees' performance, which could in turn result in occupational exhaustion.

Job burnout in organisation is considered an unproductive element that causes employees mental and emotional disorder. Most employees naturally desire to put in their best but are not able to do so, due to unfavourable work conditions that usually affect their emotions and psychology. Alarcon (2011) informed that high level of job burnout is as a result of situational occurrences such as vagueness, role conflict, task interruption, workload as well as work pressure. In a study of job stress among university lecturers, salami (2011) found that Nigerian lecturers were vulnerable to job burnout due to the number of students they attend to. Also, in a study of female workers in Nigerian banks, Adekola (2010) observed high level of job burnout among nursing workers in Nigerian banks. Due to this negative occurrence, employees experience poor ventilation, poor lighting, excessive noise, lack of privacy, frequent interruptions, uncomfortable searing, and unavailability of lounge facilities are some of the many physical factors contributing to work-related stress (Caputo, 1991).

Factors that may also influence job burnout is work-family conflict. This could be due to job demands conflicting with family demands. Excess time spent at work may reduce employees' family commitment which could cause low performance both at the organisational and family levels. In a meta-analytic review of 67 studies investigating the link between work-family conflict and a range of occupational factors, non-work elements and related outcomes, Allen, Herst, Bruck and Sutton (2000) found out a consistent relationship between work-family conflict and burnout.

Job burnout also manifests in several ways such as psychological symptoms, physiological symptoms and cognitive symptoms. These may lead to depression, fatigue, frequent illness, decrease in motivation, emotional disorder, frustration of efforts, lack of energy and negative thoughts. Job burnout symptoms occur once workers are exposed to hectic working situations (Bakker & Demerouti, 2007). Indeed, Maslach, Schaufeli and Leiter (2002) pointed out that "employees stressed on the job are relentless, experience exhaustion, depersonalisation and detachment from the job, as well as a sense of ineffectiveness and lack of accomplishment." (p. 399). The study of Sanjer, Zahra, and Zahra (2013) revealed that stress and depression rose due to

inability of employees to alleviate physical and mental symptoms. Also, a study of job burnout of physicians in Israel between 1994 and 2001 indicated that physicians suffer from burnout in the study period (Kushnir, Levhar & Cohen, 2004). These findings agreed with a study of burnout on American doctors in various areas of specialisations (Shanafelf, Boone, Tan, Dyrbye, Sotile, Satele & Oreskovich 2012), in which 45.8% of doctors identified a minimum one symptom of burnout. Abdulla, AL-Qahtani and Al-Kuwari (2011) in a finding on the occurrence of burnout in Qatar, 12.6 percent of the entirely physicians in Qatar experienced job burnout. Lasebikan and Oyetunde (2012) also identified job burnout in Nigeria as a major factor associated with physical, emotional and mental symptoms leading to turnover intention and absenteeism.

Job burnout has been attributed to uncertainty in employees of various cadres due to job stress, depression and work beyond the stipulated job description. Maslach (1976) explained that unstable attitude of employees towards client is as a result of job stress and burnout. Employees become disorganised when they feel the demand for work is more than the resources provided by the organisation. Maslach, Schaufeli and Leiter, (2001) submitted that, when employees are exposed to persistent stress, they remain likely to experience burnout. Therefore, there is a need for employees to understand who they are, in order to have control over their emotions before leading to undesirable result which could have negative effect on their career. This statement is supported by Amiri, Asadi, Delbari and Ragheb (2011) who averred that job burnout is an undesirable construct that involves losing vigour, helplessness, inability, desolation, disappointment and incapacity.

Notably, Casey (2012) who presented a study on the level of occupation strain among schools, police, and libraries, ranked librarians as the most in the overall level of stress examined. Topper (2007) explained the major difference between fire-fighters and librarians in dealing with job stress. According to him, firefighters are trained to deal with the stresses their job entails whereas librarians are less likely to have support systems to prevent stress in the workplace. In another study on levels of occupational stress among fire-fighters, police officers, train operators, teachers, and librarians, the prevailing presupposition is that librarians would experience the least amount of stress (British Psychological Society, 2006) revealed contrary result. Even though there were various categories used to analyse occupational strain, librarians were reported as the highest in perceived level of stress overall (Saddiq & Burke, 2006). Charles and Donna (1990) in a survey

of members of the Bibliographic Instruction Section of the Association of College and Research Libraries (ACRL), found out that 39.3 percent of the teaching librarians who responded to their survey considered burnout a problem in their positions.

Another study by Ahola and Hakanem (2007), using more than 3000 Finish workers, reported increased occurrence in depressive and anxiety disorders among workers of organisations. Employees' health has been associated with an independent risk factor for infections and other physical health challenges such as common cold, type two diabetes and cardiovascular diseases (Melamed, Shirom, Toker, Berliner & Shapira. 2006). Also, in a 10 year longitudinal study Ahola, Honokonen, Isometsa, Kalimo, Nykyril, and Aroma (2010) revealed that burnout, most especially exhaustion, is very risky for overall survival. The indication from these studies is that psychological effect of burnout may put pressure on librarians and other personnel in the library.

Nwabuoku and Adebayo (2010) and Olalude and Popoola (2013) observed that, in Nigeria, job burnout is known for various challenges in organizations, ranging from absenteeism to poorly-designed job and turnover. It is also associated with low work morale, reduced job performance, ungratefulness, and lack of observable progress with clients and difficult clients and too many emotional demands from co-workers. In a study of job burnout among federal university libraries in Nigeria, Popoola and Olalude (2013), found out that librarians experienced high level of job burnout. The librarians reported low morale, negative disposition, absenteeism and that their expectations were not being met by the library management. The study concluded that the issue of job burnout poses a serious problem that can hamper the attainment of university libraries' mission and objectives.

2.1.1 Scholarly Definitions of Burnout

Table 2.1 Multi-Dimensional Comparison of Job Burnout Researches

Author	Definition of Burnout	Participants	Burnout Situation	Root Cause
Freudenberger (1974)	To fail, wear out, or become exhausted by making excessive demands on energy, strength, or resources.	Clinic staff	Making excessive demands	Not mentioned
Chermiss (1980)	A process in which professionals' attitude and behaviour change in negative ways in response to job strain.	Human services	Job strain	Not Mentioned
Maslach and Jackson (1981)	A prolonged response to chronic job stressors, which includes emotional exhaustion, depersonalization, and reduced personal accomplishment.	Human services professionals	Chronic job stressors	Work environment such as workload and ambiguity
Pines, Aronson and Kafry (1981)	A state of mind resulting from prolonged exposure to intense emotional stress and involving three major components: physical, emotional and mental exhaustion	The helping professions	Intense emotional stress	Not Mentioned
Brill (1984)	Job-related, when adequate performance in a steady job situation turns into a dysphoric and dysfunctional state and	Not Mentioned	A dysphoric and	External cause-rooted

	recovery will not occur without external help or organizational restructuring.		dysfunctional job state	
Pines and Aronson (1988)	Found in situations that have been emotionally difficult for an extended time.	In business, social service work, and bureaucratic organisations	Emotionally difficult situations	Individuals, work, or the organisation
Schaufeli and Greenglass (2001)	A state of physical, emotional, and mental exhaustion that results from long-time involvement in work situations that are emotionally demanding.	In all occupations	Emotionally demanding work situations	Long-term involvement in work situations
Maslach Schaufeli and Leiter (2001)	A prolonged response to chronic emotional and interpersonal stressors on the job and is defined by three dimensions of exhaustion, cynicism and inefficacy.	People in a large organizational context	Chronic emotional and interpersonal stressors on the job	Not mentioned
Maslach (2003)	A psychological syndrome that involves a prolonged response to stressors in the workplace. Specifically, it involves chronic strain that results from an incongruence, or misfit between the workers and the job.	Workers in many human service occupations	Stressors in the workplace	An incongruence, or misfit between the workers and the job.

As shown in Table 2.1, the initial articles about job burnout was written by Freudenberger in 1974 and Maslach in 1976. Subsequently, many scholars have contributed to the research in job burnout and have promoted various definitions. By comparing the studies carried out by different scholars, three fundamentals of job burnout were noted: participants' characteristics, burnout situation, and root cause. Participants' characteristics refer to the personal aspects of those studied suffering from job burnout, i.e., discrete individuals in specified groups. Burnout situation refers to the situation in which job burnout occurs. Root cause indicates the primary factors leading to burnout.

2.1.2 Characteristics of Burnout Syndrome

Figley (1997) recorded the areas of functioning of person's adversely affected by burnout:

In cognitive Domain: The person who experiences burnout syndrome is impaired in concentration, low self-esteem, apathy, stiffness, disorientation, perfectionism, preoccupation with traumatic experiences and ideas of self-destruction.

In an Emotional Level: The person presents feelings of weakness, guilt, anger, fear, sadness, depression. These are often accompanied by emotional numbness or intense mood swings and increased sensitivity.

In a Behaviour Level: At this level, the person shows impatience, social withdrawal, regressions to earlier stages of development, sleep disorders, nightmares, eating disorders, alertness. Finally, they are also more prone to accidents.

In Spiritual-Religious Level: The employee who is experiencing fatigue poses existential concerns as to the value of life, deny the purpose of living, loses hope, gets angry with the divine, denies his religious beliefs, he is sceptic and ceases to trusts himself.

In interpersonal Relationships: The person may begin to isolate, to lose interest in relationship and sex, sceptical, becomes overprotective parent or partner, raise in others anger or guilt, easily loses his patience, feels intense loneliness and engage in interpersonal conflicts.

In psychosomatics Level: The person presents symptoms of shock, profuse sweating, accelerated respiration rate, increase the speed pulse, shortness of breath, muscle aches, dizziness, disorientation and other symptoms.

Work Level: The person has low morale, not enough motivation; avoid fulfilling his duties, giving too much importance to immaterial details. His attitude to work is characterised by negative, alienation and apathy. Not associated with their job, the quality of performance is low, irritable, involved in quarrelling with colleagues and avoids them (Figley, 1997)

2.2. Job Characteristics of Workers in Organisations

Job characteristics is widely-known and described as a construct that determines employees work design, work outcome and extent to which a job is structured in the organisation. It involves abilities required by employees to actualise their assigned task which could also expose them to develop special skills that will improve their organisations. It is also related to employees' sense of personal control, sense of task completion and job burnout. According to Rusconi (2005), the performance of employees on a particular job is associated with a given task. It denotes a positive, personal and job aftermaths characterised by high work satisfaction, high work motivation, high quality performance, low absenteeism and turnover. Job characteristics are constructs organisations need to inculcate into the lifestyle of their employees. It gives direction on how the organization can be structured, maintained and be productive. Job characteristics also bring out the functioning ability of employees and how they can be effectively and efficiently used for organisational growth.

Hackman and Oldham (1980) are of the opinion that the activities of job characteristics comprise five components, which are skill variety, task identity, task significance, autonomy, and feedback. They also described job characteristics as variable an employee needs for individual growth and manpower development. However, Johari, Mit and Yahya (2009) noted that the reliability for the subscales of job characteristics has proven that it can only be measured by skill variety, task identity, task significance, autonomy and feedback. Other studies have also supported the genuineness of job characteristics activities.

Fried and Ferris (1986) in their study, questioned the importance of the indicators of job characteristics namely, skill variety, task significance, and autonomy. The study discovered a three-factor solution retaining task identity and feedback as legitimate dimensions of job characteristics but detected a third dimension that merged skill variety, task significance, and autonomy into a single factor. Their results challenge the theoretical notion that job characteristics are best depicted with a five-dimensional representation.

Contrary to this, Spector (2000) in a study of job characteristics and job satisfaction revealed that the five indicators of job characteristics significantly influence employee satisfaction. This finding supported by the findings of Esbra-Fazari (2015) on job enrichment and employee satisfaction of academic librarians in Nigeria which reported that academic librarians' understanding of their job characteristics had a major influence on employee satisfaction.

To further explain the concept of job characteristics, skills variety requires employees to have different kinds of skills that can make them effective in the organisation. Employees are expected to possess knowledge of different skills to execute task in the organisation. The study of Feather and Rauter (2004) on temporary teachers in Victoria, Australia, revealed a significant relationship between skill variety and organizational commitment. Furthermore, Hackman and Oldham (1980) described skills variety as different activities carried out by employees to actualise performance in a particular organisation. According to Casey (2013) in a study of skill variety in the United States and Central American countries, skill variety had high mean scores in the first and the second studies in the United States than the entire Central American countries. Also, Ogboro (2006) in a study of job characteristics in Nigeria reported that, out of the five components of job characteristics, skill variety was ranked highest in term of mean distribution.

Coelho and Augusto (2010) described task identity as the ability to know the meaningfulness and importance of the job. Task identification exposes employees to adequate understanding of the job and helps them plan and execute a particular given task. Esbra-Fazari (2015), in a study of job enrichment and job satisfaction among academic librarians in Nigeria, reported that only task identity of job characteristics predicted organisational commitment of librarians.

Task significance, according to Hackman and Oldham (1974), is the extent to which a work has a formidable influence on the organisation and colleagues as well as the external environment. Task

significance specifies that, for a task to be executed, employees must envisage its impacts on the organisation and the external environment. The study of Chang and Lee (2006), in a commercial organisation revealed that employees are able to understand the significance of their job characteristics. The study further established that job characteristics have significant and positive effects on employees' psychological outcomes such as organisational citizenship behaviour, and job satisfaction and organisational commitment.

Hackman and Oldham (1974) described job autonomy as employees' freedom and independency to work with their job plans as well as determine methods to carry out the task. Autonomy gives employees the responsibilities and abilities to make decisions without any form of supervision. Coelho and Augusto (2010) further explained autonomy as a construct of job characteristics that motivates and gives employees opportunities to express their intellectual capacity. Studies have also shown that job autonomy comprises of three dimensions which are freedom to execute a given task, decision-making and methods to execute the task (Morgeson & Humphrey, 2006).

Feedback, the last indicator of job characteristics according to Hackman and Oldham (1974), is a way of carrying out required activities with the aim of arriving at expected results. Employees are expected to acquit the organisation with information about their performance on the job. On the other hand, it is also important for managers to also give feedback to employees on the progress of the organisation. These will give better understanding to employees, customers and members of the public about the organisation.

Job characteristics are established on the fact that some specific attributes must exist in the workplace for the purpose of organisational advancement; these are high level of satisfaction, increased level of performance as well as reduced employee turnover (Tah, 2006). However, every characteristic an employee possesses, is for a specific job outcome which could bring out his level of performance and productivity. Thus, attributes of job characteristics activities are also known to affect employees' behaviour (Boonzaier, Bernhard & Braam, 2001). Nwosu, Akunne and Oguegbe (2013), in a study of private workers in Nigeria, observed that job characteristics increase employees' performance and their responsibility to the organisation. Demand for organisational best practices is a phenomenon that must not be left out in organisation. The need for organisations to determine their job characteristics are to ascertain their significance and how such character

could engender positive organisational outcome. A study by Chang and Lee (2006) in a commercial organisation, reported that job characteristics have significant and positive effects on employees' psychological outcomes such as organisational citizenship behaviour and job satisfaction.

The effect of job characteristics on organisations and employees' work outcomes are usually influenced by some critical psychological states such as meaningfulness of work, the job outcomes, and knowledge of the task results. Humphrey, Nahrgang and Morgeson (2007) indicated that the meaningfulness of work is the most important among the psychological states. Employees need to understand the task given by their organisations and also have the knowledge, experience and anticipated outcome of their job. Importantly, every employee must understand their job descriptions and areas of specialisation to have presumed knowledge of the job. However, the five indicators of job characteristics, according to the literature, will lead to these same three critical psychological states of job characteristics such as experienced meaningfulness of the work, experienced responsibility for the outcomes of the work and knowledge of the actual results of work activities (Rusconi, 2005).

Champoux (1991) also agreed that skill variety, task identity, task significance, autonomy and feedback improve the three psychological states of employees, such as experienced meaningfulness, responsibilities and the knowledge of results which influence intrinsic motivation of employees. These critical states identify skill variety, task identity and task significance as experienced meaningfulness of the work. Autonomy is denoted as having experienced responsibilities for the outcome of the work, while feedback indicates knowledge of the actual results of the work activities. The outcome and the knowledge results of a particular task are also affected by the feedback employees receive from doing the assigned task. These critical states would also serve as motivating factors of employees to determine their job characteristics which could also be directly related to the meaningful experience their work provides in tandem with the outcome of their efforts. This would certainly improve the psychological states of employees to actualise their various specific job characteristics.

According to Banai and Reisel (2007), the meaningfulness, responsibility and knowledge of the actual results of the job will lead to employees actualising organisational goals and objectives. The

five indicators as well as the three critical psychological states of job characteristics according to Rusconi (2005), will also influence employees' personal and work outcomes in their respective tasks, which include high internal work motivation, high quality work performance, high satisfaction with work and low absenteeism and turnover. In a study of job characteristics, carried out in Nigeria by Nwosu, Akunne and Oguegbe (2013), it was shown that personal and work outcome will increase employees' productivity, and employees' sense of attachment to the organisation. Meyer, Stanley, Herscovitch and Topolnytsky (2002), concluded that job characteristics affect work experiences of employees which include the subcategories and the scope of the job. Knowing that core job characteristics makes employees improve on their abilities and sustain their job. Allen, Lambert, Pasupuleti, Cluse and Ventra (2004), in a study among social and human service workers, Ohio, show a significant influence of job characteristics dimensions on employee commitment. However, this shows that job characteristics was established on the platform of employees knowing their importance and how their quality of service will affect the organisation positively.

2.3. Job Characteristics and Job Burnout

Job characteristics is one of the important constructs of positive organisational psychology. It identifies employees' core job descriptions and specifications in a given task. It also shows significant impacts on employees and their level of commitment towards the organisation. Job characteristics was established and developed by Hackman and Oldham (1980) to assume a positive correlation or influence between job characteristics and organisational work-related outcomes such as job burnout, employees' turnover intention and intention to quite. According to Hackman and Oldham (1974) job characteristics is associated with two types of research output. First, the study suggests that job characteristics are closely related to organisational commitment and employee satisfaction. Second, job characteristics are closely related to job burnout. When employees are negatively positioned to determine their job characteristics, it shows a positive relationship with job burnout and other job-related outcomes. According to Chen, Wu and Wei (2012), "the various possible causes of job burnout have been investigated and three categories of work characteristics was identified which include job characteristics, workload and role characteristics." (p. 805).

Anne (2005) pointed out that the five dimensions of job characteristics were strongly related to Burnout in 2001 than in studies conducted in 1995. The study shows dynamism in the economic age. Recently, organisations give employees tasks that are beyond their job descriptions due to the fact that the state of our nation's economy has given room for non-identification of division of labour and job specialisations. Bakker, Demerouti, Taris, Schaufeli and Schreurs (2003) asserted that the component of job burnout depends on the context of the study of job characteristics such as various task interruptions, organisational change, emotional dissonance, workload and work-home interference.

Morgeson and Humphrey (2006) expanded on the five activities of job characteristics, namely skill variety, task significance, task identity, autonomy, and feedback. Their study indicated that the five activities of job characteristics lead to three psychological states such as experienced meaningfulness, experienced responsibility and knowledge of results. They further concluded that the availability of the three psychological states exposes employees to significant meaningfulness and the responsibility attached to their job. In light of these, the unavailability of the stated psychological states may result in undesirable work outcomes, such as high level of job burnout, increased work absenteeism, increased intention to quit, and decreased job performance (Kim & Stoner, 2008).

Eric, Nancy, Kelly, Shanhe and Mahfuzul (2012) explained that skill variety, task identity and task significance are important occupational characteristics that can lead to self-esteem. When tasks are insignificant to employees, it could as well lead to unwarranted behaviour such as emotional exhaustion and other negative feelings. On the other hand, Jackson, Schwab and Schuler (1986) revealed that skill variety, task identity and task significance are evidently related to reduced individual achievement and are unrelated to other two activities of job burnout. Thus, these three components of job characteristics will reduce perceptions of job burnout among employees in organisations. Adebayo and Ezeanya (2010), in a study among health workers in Nigeria, examined job autonomy and task identity and the experience of burnout reported that job burnout has no effect on task identity and job autonomy.

Organisations should have confidence in their employees to explore ideas of innovations and growth in their various organisations. Situations where employees do not have autonomy of their

job and are unable to identify their job characteristics, could lead them to have job burnout, thus impacting negatively on the organisation's level of performance and productivity. Job autonomy, which is one of the components of job characteristics, is related to enhanced teamwork and personal growth, good attitude and higher responsibilities (Huang, 2011). Job autonomy reduces employees' workload, task interruption and relieves emotional exhaustion and mood disorder of employees in the organization (Morris & Feldman, 1997). This agreed with the opinion of Hall and Savery (1987) that lack of job autonomy affects employees' and puts pressure on them. Organisations should thus allocate tasks according to employees' job descriptions for job independency and easy task accomplishment (Xiaorong & Hui, 2016). In addition, the absence of job autonomy reduces employees' personal accomplishment and causes depersonalised behaviour which is harmful to employees and their organisations (Kim & Stoner, 2008). This indicates that job characteristics activities, importantly job autonomy, positively influence job burnout.

The role of feedback on employees' work outcomes encourages the meaningfulness of the job. When employees receive encouragement and the needed information from colleagues and supervisors, their willingness to value and improve on their work would be high (Davidson & Stobbeleir, 2011). According to the study of Maslach and Jackson (1981) on job characteristics and job burnout, employees' feedback significantly influences emotional exhaustion, depersonalization and inefficacy. However, Hee and Ling (2011) posited that "Positive feedback increases workers sense of task competence and accomplishment, increases job satisfaction and decreases stress and burnout" (p. 1061). Accordingly, to improve positive behaviour in the organisation, employees should be allowed to give feedback on their routines.

Furthermore, to successfully achieve high level of performance for the organisation, employees should explicitly identify and understand the importance of job characteristics. Expatiating on the three dimensions of job burnout as well as the job characteristics of employees, Kim (2008) suggested that job characteristics reduced the contingency of emotional exhaustion, avoiding cynical attitudes and inefficacy. Also, Xiaorong and Hui (2016) postulate that job characteristics minimise the cynical attitudes of employees and give them a sense of responsibility to perform better for the organisation. Furthermore, the study of Bakker, Demerouti and Schaufeli (2002) indicated that employees' lack of resources, feedback, and autonomy is as a result of cynicism and professional inefficacy.

According to the study of Jackson, Schwab and Schuler (1986) in Europe, the three activities of job burnout are closely associated with job characteristics. Literature also established the fact that job characteristics can lead to different job burnout outcomes (Toppinen-Tanner, Kalimo & Mutanen, 2002) such as work overload and time pressure, were found to be strongly associated to one of the indicators of job burnout (exhaustion). This evidently shows that lack of performance by employees influence perceived job characteristics than either of the job burnout components. However, to minimise the effect of job burnout, organisations should focus on the dimensions of job characteristics, work overload, leadership style (Xiaorong & Hui, 2016).

The vitamin model by Warr (1985) explained that job characteristics affect employees' motivations, job satisfaction, professional happiness and employees' attendance. In this model, Warr investigated the association between job characteristics and job burnout. The findings show that the correlation between the activities of job characteristics and job burnout is high. Organisations should take cognisance of their employees, as job burnout becomes a viral disease that reduces employees' performance and portrays them as inefficient and ineffective in various tasks. Job characteristics may also lead to low level of job performance and reduced citizenship behaviour, absenteeism, reduced job satisfaction, loss of productivity and efficiency, and low morale (Schaufeli, 2003). This preceded the study of Rensch and Steel (1998) which pointed out an important correlation between job characteristics, job burnout and turnover intension. It also noted that job characteristics predict loss of resources and absenteeism of workers in organisations. Provision of adequate resources for employees reduces burnout. Gönül and Gökçe (2014) evidently pointed out that job burnout stands as a great negative implication to staff and the organisation as the situation may decrease organisation's sustainability.

Bakker, Demerouti and Sanz-Vergel (2004), mentioned that in the last four decades, some studies have found job characteristics to significantly influence job-related stress and job burnout. Job burnout seems to be related to numerous psychological and physical symptoms, such as depression, and feelings of helplessness, anxiety, insomnia and domestic problem (Armon, Shirom, Shapira, & Melamed, 2008). The job burnout literature also explains that job characteristics in the workplace influence employees' charisma due to depression, stress, burnout and job dissatisfaction (Paulette, 2002). According to Melamed, Shirom, Toker, Berliner and Shapira (2006), employees' well-being are known with health related issues such as bodily

disorders, type two diabetes, cardiovascular disease and some symptoms such as headaches and chest pains. These have resulted into low level of organisational commitment, lack of proper remuneration reduced performance.

Paulette (2002) predicted that, if job characteristics could be examined within the organisation environment, it would lead to high level of job burnout and job dissatisfaction, then the welfare of employees are in jeopardy. Due to these same factors, scholars have developed strategies to enhance job characteristics which include provision of adequate resources and employees motivation (Paulette, 2002). According to the study, previous research indicated that the five dimensions of job characteristics and role stressors are negatively related to job-related mental health such as lack of work satisfaction and burnout. However, the result revealed that job characteristics reduce stress and other health-related issues. On the other hand, Xiaorong and Hui (2016) examined a close association of job characteristics and psychological well-being-related issues. It was revealed that the absence of job resources such as job autonomy in the workplace, leadership support, and co-worker support keeps organisation from achieving their objectives and may lead to frustration and failure of employees.

2.4. Work Engagement of Workers in Organisations

Work engagement is one of the most important positive organisational psychology constructs that have received attention from researchers over the years. The term, work engagement, is known with employees who associate themselves with success and usually feel desired to achieve best result for their organisations. Shuck and Wollard (2010) provide a synthesized definition of engagement as an individual employee's cognitive, emotional, and behavioural state directed towards desired organizational outcomes. Work engagement exposes employees to the needed functioning abilities to serve their organisations with clear job descriptions and a desired organisational outcome while being engaged on the job. Engaged employees are always energetic, positive and usually happy doing the job effectively (Leiter & Bakker, 2010).

According to Schaufeli, Salanova, Gonazalez-Roma and Bakker (2002) "the concept of work engagement is a positive, accomplished work-related state of mind characterised by vigour, dedication, and absorption." (p. 79). They explain vigour as the state of having increased energy, readiness to perform better in a task and ability to work in tough times; dedication is identified

with increased level of performance and enthusiasm while absorption is known with employees being focussed on the job, knowing the limited duration for the job but are unwilling to get exhausted. This indicates that engaged employees are always proactive in task accomplishment and they provide a level of trust that the organisation can depend on. Schaufeli and Bakker (2010) also defined work engagement as dedicating, satisfaction that connects with the identified indicators such as energy (vigour), an affective (dedication) and a cognitive dimension (absorption). They further conceptualised the three indicators of work engagement. Vigour refers to as putting high level of energy to a particular task. Dedication means employees involvement in a task and showing a sense of belonging, having enthusiasm and being challenged about the work. Absorption implies being fully engaged in one's work and happily engrossed on the job. The definition emphasised that employees should be given a sense of belonging and enabling environment to carry out their jobs. Alfes, Truss, Soane, Rees and Gatenby (2010) in defining work engagement, advanced that it is also known with business involvement and job accomplishment including intelligent commitment, thoughtfulness and positive feeling about the job.

Baker, Scharufeli, Leiter and Tari (2008) drawing from two different schools of thought noted that work engagement is a positive, work-related fulfilment. The first school of thought from Maslach and Lieter (1997), explained that work engagement is opposite of job burnout and it can be determined by the opposite pattern of the three dimensions of Maslach job burnout inventory, which are exhaustion, cynicism and ineffectiveness. The second school of thought described work engagement as a concept that is negatively related to burnout. According to the two schools of thought, they described work engagement as a positive, fulfilling, well-being and work-related state of mind characterised by vigour, dedication and absorption.

Schaufeli and Bakker (2004a) found a correlation among the activities of work engagement and job demands-resources model. The model indicates that job demands are correlated to job burnout, and also shows a negative relationship with work engagement and job resources. This shows that, for engaged employees to be proactive in their various task, organisations need to recognise the importance of resource allocation. According to Halbesleben (2010), work engagement and sufficient job resources impact positively on work environment and challenging tasks of employees. Engaged employees believe the most paramount thing is to make the organisation a

better place and a conducive environment for best practices. This shows that organisations who provide enabling environment and adequate job resources for their employees help them to be dedicated, enthusiastic on the job and have a level of trust for the organisation.

Engaged employees always experience positive emotions which usually affect their thought to do more for the organisation. Opinions gathered from literature shows that work engagement focuses more on individual ability and the roles employees perform for the organisation (Rich, LePine, & Crawford, 2010). Researchers have also conceptualised work engagement as a stable construct for individuals and organisational characteristics (Macey & Schneider, 2008). Engaged employees are always engrossed with positive individual characters and, as a result of this, they help their organisations have an edge in the competitive environment. Studies have also shown that engaged employees profess interpersonal initiative, skills, sportsmanship and talent management for task accomplishment in the organisation (Schaufeli & Salanova, 2007).

Engaged employees are attributed with good interpersonal relationship with their managers, colleagues and users. They mentor younger colleagues for efficiency and organisational growth. Halbesleben and Wheeler, (2008) admitted that employees are always happy to assist their colleagues because of the enthusiasm and willingness they have for the organisation. According to Bakker and Demerouti (2009), studies have described engaged workers as having good relationship with their colleagues and reduced family-conflicts. Inquiry based studies explained that employees with the attribute of work engagement are more fulfilled on the job, have good family life and portray positive lifestyle (Schaufeli & Salanova, 2007). This shows that engaged employees are more committed, avoid being absent from work and have reduced intention to quit the organisation. Werhane and Royal (2009), in a survey of work engagement among groups in an organisation, revealed organisations with engaged employees are on the highest quartile with the income of 2.5% improvement. The study showed that engaged employees are known with high level of performance and profitability. It also indicated continuity in the organisation to actualise their mission, goals and objectives. This suggests that organisations need to focus more on sustainable strategies that target commitment from employees.

Human resources managers and heads of various organisations also consider work engagement as a variable that determines organisational effectiveness. A review of literature by Lewis,

Donaldson-Feilder and Tharani (2011) noted that human resources professionals and management consultancies on the construct of work engagement firmly stressed employees' performance whereas academic definition emphasizes engagement with roles and chores. Ofei (2013), in a study in Ghana, reported that there were changes among engaged employees of public sector and private workers in Ghana due to poor governance in the public sector. Studies in Nigeria shows that productivity solely depends on engaged employees and good governance (Nkogbu & Offia, 2015) and without good governance, organisations cannot attain or experience improved productivity. Good governance and leadership style in the organisation helps employees to achieve organisational goals. This is also one of the factors that influence employees and managerial attitude towards engagement. To this end, heads of departments in organisations need to create a conducive atmosphere that connects employees to organisations. The relationship will further improve employees' commitment for more engagement on the job. This will also make organisations aware of employees' welfare and provisions of adequate resources to actualised organisations performance. Nwinyokpugi (2015), in a study in Nigeria, reported that work engagement is an essential phenomenon of employees' retention as well as eliminating employees' replacement costs.

Work engagement is related to employees' improved attitudes, pro-activeness, psychological wellbeing, improved individual abilities and organisational performance (Demerouti & Cropanzano 2010). According to the findings of Salanova, Agut and Peiro (2005) on service employees and clients explained that variable of work engagement predicts employees' performance and customers' loyalty. Engaged employees are happy participating in task that brings growth to the organisation. They usually have control over their psychological well-being and have less family conflict. According to Robertson and Cooper (2010) work engagement maybe justifiable once employees' psychological welfare is taken into consideration. However, Robertson and Birch (2010) found out that work engagement is the most important psychological well-being for sustaining organisational performance. The study also revealed psychological well-being as a means of enhancing relationship between employees' engagement and productivity. Gourlay, Alfes, Bull, Baron, Petrov and Georgellis (2012) agreed that employees have positive association with emotional engagement and employees' well-being as well as negative associations with work-family conflict and burnout. Oduor (2015) in a study among media industry in Kenya, explained that employees have moderate engagement level in most organisations in the country.

Work engagement is attributed to a dynamic nature of experience to work without any rigour or health challenge. Demerouti, Bakker, Nachreiner and Schaufeli (2001) pointed out that there is no relationship among engagement and employees well-being challenges. Hakanen, Bakker, and Schaufeli (2006) established that work engagement have a strong and positive association with well-being and workability. This is contrary to the work of Peterson (2008) who stated that engaged employees usually report cases of health problem such as headache and stress. Shirom (2010) also explained that work engagement is related to psychological and other body symptoms. These findings were taken as establishing relationship between work engagement and employees well-being.

Grant and Ashford (2008) stated that “employees do not just let life happen to them, rather, they try to affect, shape, curtail, expand, and temper what happens in their lives” (p. 3). According to Parker and Ohly (2008), engaged workforces might re-adjust the structure of their work by way of selecting roles and assigned meaningfulness to it. Organisations should exhibit a level of trust to their employees for independency and less supervision. This will bring out more functioning abilities and potentials from them. Wrzesniewski, McCauley, Rozin, and Schwartz (1997) were of the opinion that organisations who consider the impact, passion and responsibilities of their workers are likely to have effective services. Beckers, Vander-Linden, Smulders, Kompier, Van Veldhoven and Van Yperen (2004) in a study among Dutch workforce found out that work engagement relate to working overtime. Engaged employees are zealous and they work beyond the stipulated time of closure. They see work as fun and not stress or burden; and they believe the work is part of them. Halbesleben, Harvey and Bolino (2009) revealed that engaged employees show more extra-role and commitment such as organisational citizenship behaviours.

Engaged employees are known as the backbone of their organisation, they influence the organisation positively and their effectiveness is always noticed. Employees do not leave today’s task till the next day. They are fulfilled meeting up target and planning for the task ahead. Schaufeli and Salanova (2008), in a written report of middle managers, stated that workers participation was related to working extra hours, job happiness and good performance. Bakker (2009) reported that engaged workers are self-effective people who actively perform in order to influence events that are clearly connected or related to them.

Work engagement has been shown in the literature as significantly correlated to organisational outcomes (Schaufeli & Baker, 2010), which include job involvement and extra-character behaviour. Salanova and Schaufeli (2008) carried out a study of Spanish technology employees and Dutch telecom managers and the results showed work engagement intervened among job resources and positive performance. Engaged employees are characterised with attitude to move the organisation forward. The meaningful attitude they exhibit helps the organisation to have positive outcomes in their daily activities.

On the other hand, the study of Towers (2013) on the level of work engagement in volatile global environment, sampled over 32,000 workers, and revealed that about 35% show low level of engagement. The findings established that the low level of work engagement among workers was as a result of decline in economic development and job burnout. Bates (2004) in a study of American workers, revealed that over 50% of the workforce did not show high level of engagement, the study indicated that the workers feel detached from their job and about 25 % showed some level of dedication. Also, Gallup (2013) in a survey, established that engaged workers worldwide reduce every year and less than 50% showed some level of engagement worldwide. The study further revealed that the United State lost about \$300 billion annually as a result of low level of engagement. This finding supported Nguwi (2011) in a study among Zimbabwean which reported that most Zimbabwean employees had low level of engagement. This is due to organisational instability and lack of managerial ability as well as a result of unavailability of resources. Oshilim and Akpesiri (2015) also explained that Nigerian government underperformed and this led to decrease in engaged employees in the country. This is as a result of corruption, lack of policy implementation and introduction of advanced knowledge and technology.

Table 2.2: Representative Definitions of Work Engagement

Definition	Source
The simultaneous service and expression of a person's preferred self in task behaviours that promote connections to work and others, personal presence (physical, cognitive, and emotional), and active full role performances.	Kahn (1990)
Psychological presence including attention, or "cognitive availability and the amount of time one spends thinking about a role" and absorption, meaning "being engrossed in a role and refers to the intensity of one's focus on a role."	Rothbard (2001)
Opposite of burnout; a positive, fulfilling, work-related state of mind that is characterised by vigour, dedication, and absorption.	Schaufeli et al. (2002)
An individual's involvement and satisfaction with, as well as enthusiasm for, their work.	Harter et al. (2002)
When employees feel positive emotions toward their work, find their work to be personally meaningful, consider their work-load to be manageable, and have hope about the future of their work.	Nelson and Simmons (2003)
Employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis.	Towers Perrin's Global Workforce Study (2003)
A positive attitude held by the employee towards the organization and its value... requires a two-way relationship between employer and employee.	Robinson et al. (2004)

The measure of an employee's emotional and intellectual commitment to their organization and its success	Hewitt Associates (2004)
A measureable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization, which profoundly influences their willingness to learn and perform at work.	Vaijayanthi et al. (2011)

As shown in Table 2.2, the initial articles about work engagement was written by Kahn in 1990 and Schaufeli in 2002. Subsequently, many scholars have contributed to the research in work engagement and have promoted various definitions. By comparing the studies carried out by different scholars, three fundamentals of work engagement were noted: participants' characteristics, engagement situation, and well-being.

2.5. Work Engagement and Job Burnout

Work engagement and job burnout are two organisational constructs related to employees' psychological and physiological well-being. They have precipitated some debates among organisations on provision of enabling work environment for employees. Researchers have also examined job burnout and work engagement as occupational-related constructs that focus on employees' attitude (Halbesleben & Buckley, 2004). The model of work engagement, advanced by Maslach and Leiter (1997), expanded on their explanation of job burnout, and suggests that work engagement contradicts the variables of job burnout. The study assumed job burnout as the opposite of work engagement. The model also agreed that work engagement consists of three components that are opposite to job burnout construct as indicated by Maslach et al. (2001) namely: energy (exhaustion), involvement (cynicism) and efficacy (reduced professional efficacy). These show the two variables are not positively related to each other but have some level of oppositions.

The comparison shows the two variables are related but opposite to each other and as suggested, job burnout and work engagement are two dimensions that happen in today's organisations.

However, in a situation where there are inadequate resources, employees become burnt out and, when eventually they have enough resources, they become engaged. To further expatiate on the activities of job burnout and work engagement, studies have shown job burnout as opposite of work engagement and other positive job-related outcomes (Demerouti, Bakker, & Mostert, 2010). In a similar approach, Seppälä, Mauno, Feldt, Hakanen, Kinnunen, Schaufeli and Tolvanen (2009) explained that work engagement negates the psychological and physiological dimensions of job burnout.

Maslach and Leiter (1997) also admitted that work engagement and its dimensions oppose the job burnout activities of emotional exhaustion, cynicism, and inefficacy. The authors measured work engagement, using the Maslach Burnout Inventory, and the result indicated low results with work engagement. In another study by Schaufeli and Bakker (2004), when job burnout and work engagement were measured by separate instruments, the constructs resulted into two separate negative relationships, rather than a single general well-being dimension. On the other hand, Crawford, Lepine and Rich (2010) in meta-analytic evidence, established that the construct of job burnout and work engagement are not opposite. These evidence critiqued the model of Maslach and Leiter (1997) which advocated that job burnout and work engagement should be measured as independent construct (Schaufeli & Bakker, 2004). However, the two constructs are not opposite of each other but are separate and independent constructs that need to be measured to achieve their separate results. According to Schaufeli and Salanova (2007), “job burnout and work engagement are not two opposite dimensions but they emanate some related functions independently of each other and are negatively related but they also share invariably between one-quarter to one-third of their variation.” (p. 84).

Studies have confirmed that work engagement is established on the availability of job resources and not job demands, while job burnout is significant to both job resources and job demands aspect of the work (Bakker, Albrecht & Leiter, 2011). Job demands and resources play essential role on work engagement and job burnout, and this led to the development of “The Job Demands-Resources (JD-R) model”. The model explained the negative, unfavourable and motivational aspects of work conditions as well as their effects on organisational personnel safety and performance. Job demands aspect of the model was defined by Bakker, Demerouti and Sanz-Vergel (2014) as the physiological, cognitive, psychological, social and sustainable effect of the

job. Job demands could either be physical, cognitive, and psychological cost of doing a job. Job Resources was also defined by Bakker, et al. (2014) as the availability of resources employees need to complete the job, reducing job demands and promoting organisational productivity and employees' development. Demerouti et al. (2001) viewed job resources as essential factor that shows relationship between employees' engagement, autonomy and reward system; and relationship between co-workers, supervisors and the organisation. Furthermore, the model described job burnout as high level of job demands while work engagement was depicted as employees being dedicated and showing enthusiasm as a result of high level of resources in the organisation (Bakker, Demerouti, De Boer & Schaufeli, 2003). The job demands-resources model suggests that exhaustion, cynicism, and inefficacy of employees will be unbeneficial to performance, individual productivity and organisations. The model assesses the range to which work engagement foretell job outcomes such as performance, productivity and commitment (Rich, LePine & Crawford, 2010).

To further explain the two concepts, Maslach and Leiter (1997) inculcated work engagement and job burnout into the Work Life Model. The model, which is based on the Person-Environment Fit Model, postulates six areas of work life that can affect appropriation among individuals and their jobs, which are workload, fairness and job control, a sense of community rewards, recognition, and values. Congruities between the six areas of work life are aimed to predict work engagement whereas, contrary can lead to burnout (Maslach & Leiter, 2008). The findings suggest that the six areas of work life are important support for categorising and linking the component of job burnout and work engagement.

Efficacy, an aspect of work engagement, demonstrates a different dimension of influence between other work-related variables and perceived changes in parallel to exhaustion and cynicism (Lee & Ashforth, 1996). According to Bakker, Schaufeli, and Van Dierendonck (2000), 4% Dutch working population suffer from severe burnout and about 16 to 22% is at increased risk of developing burnout and psychological treatment is necessary. This shows that studies have provided mixed support for Maslach and Leiter validating burnout.

Evidence from various segments of research have suggested and identified work engagement as significantly influenced job burnout. The study further explained that emotional exhaustion and

vigour are two different constructs and invariably, exhibit some level of association (Demerouti, Mostert & Bakker, 2010). The study emphasised that employees must be either burnout or engaged and; also, job burnout negatively affects organisational productivity while work engagement is geared towards performance of both the organisation and engaged employees. According to O'Brien, Alexander, Jetten, Humphrey, O'Sullivan and Postmes (2004), cynicism is one of the constructs of measuring burnout. Cynicism emphasises discouragement for growing organisations and is likely to disengage employees from their jobs. Kelly (1991) also gave four reasons employees keep being cynical; they include, lack of ability to participate in development-related matters, lack of trust management, and lack of support from their colleagues and the organisation. Mäkikangas, Feldt, Kinnunen and Tolvanen (2012) investigated intra-individual developmental patterns of burnout and work engagement in a two-year follow-up study among managers. The result showed that managers who belonged to the category of low cynicism also predominantly belonged to the stable high dedication category, supporting the identification continuum. Mäkikangas, et al. (2012) also found little support for the energy continuum: managers experiences of emotional exhaustion and vigour appeared to evolve independently.

Engaged employees are emotionally balanced to exercise their physical abilities without any rigour or interruptions in their assigned routine in the organisation. In the light of this, work engagement is associated with physical, cognitive, and emotional efforts; thus, leading to higher performance and commitment in the organisation (Rich, LePine & Crawford, 2010). On the other hand, in a study by International Quality and Productivity Centre in the Middle East and North Africa, retention and work engagement constituted that topmost challenge of workers in the oil and gas sector. The study shows 44% of the workers chose retention and employee engagement as their major challenge (Training, 2010). In another study by Towers (2013) on the study of work engagement in volatile global environment, which sampled over 32,000 workers, about 35% showed high level work engagement. This established that the low level of work engagement among workers was as a result of decline in economic development and burnout. Also, Ugwu, Onyishi and Tyoyima (2013), in study among students in Nigerian universities, reported that academic burnout has negative effect on academic engagement of students. The study showed that when students have loads of assignment, it leads to stress and the end result could as well further lead to burnout. However, this negative element of organisational psychology shows a signal of

uncertainty and inconsistency in the organisation as it affects employees' effectiveness and their mode of operation in the organisation.

Schaufeli and Bakker (2004) noted that job burnout and work engagement are components of employees psychological well-being and they mediate between other components such as health-impairment and motivational processes. This shows that, when employees are exposed to stress, they may not indicate symptoms of burnout, but find pleasurable ways of dealing with the stress. Neal and Griffin, (2004) laid emphasis on the aspect of workplace safety, and the interest of the researchers was basically on job burnout outcomes such as unsafe behaviour accidents, adverse events, and injuries. This support the study of Laschinger and Leiter (2006), according to their findings, burnout among health workers and other related jobs have been found to positively influence adverse events. This implies that job burnout positively influences accidents and injuries, unsafe behaviour and adverse events. It also shows an imbalance and adverse effect on job demand as a result of inadequacy of resources to actualise employees' assigned task. Seemingly, the job burnout factors weaken engaged employees due to its negative effect on their health, families and other related negative implications.

According to Chirkowska-Smolak (2009), various studies have identified similar factors leading to burnout such as high qualitative and quantitative job demands, lack of autonomy and support, poor interpersonal relations, role conflict, and value conflict. This shows a deliberate effect of job burnout as against employees' intension for pro-activeness in a state of overburden. It implies that employees are not allowed to be independent on their job due to role-conflict and task interruption. Studies have also indicated some levels of uncertainty on the existence of job burnout and work engagement. In relations to the two variables, deliberate response against burnout would be assumed at creating engagement among employees (Teresa, 2012). However, Maslach and Leiter (2004) pointed out five aspects of organisational environmental effect pertinent to work engagement that could curtail employees' stress and job burnout in organisations; they include job control, compensation and acknowledgement, objectivity and values. The five areas of work environment will eliminate employees' job burnout and propel them for effectiveness in their various organisations.

2.6. 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.

Organisational citizenship behaviour was also defined by Organ and Paine (1999) as employees’ attitude towards a volition and what increases the functioning of an organisation. Employees who exhibit citizenship behaviour make complex situations simpler and they are very effective in playing extra-roles apart from their core-duties. Literature on organisational citizenship behaviour

has also indicated a relationship between organisational citizenship behaviour, productivity and extra-role performance (Saradha & Harold, 2011). Employees who do not limit themselves only to their areas of specialisations are always regarded by organisations. Dorothea (2013) also refers to organisational citizenship behaviour as conducts which are not explicitly acknowledged by the organisation but discretionary and explicitly recognised. Even though most organisations do not reward their employees for such behaviour, it is inwardly recognised. In other words, employees who truly emanate such behaviour are usually respected and rewarded anytime the organisation has the opportunity to do so. Organisational citizenship behaviour is also known as corporate citizenship behaviour, which is recognised by way of organisational social order and business organisations (Maignan & Ferrell, 2000). It could also be regarded as an activity that reveals advance social agenda which surpasses the required law. It has also been inculcated into business organisation as a responsibility integrated into a business model (Okoye, 2009). Studies have also proven that organisational citizenship behaviour is associated to employee's performance as well as to their way of life, which invariably creates a flow of efficiency in the organisation (Zhang, 2011). The effect of such behaviour could lead to organisational productivity and performance.

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.

Organisational citizenship behaviour is known with a culture that emphasizes collective interest ahead of individuals' interest (Gautam, Van Dick, Wagner, Upadhyay & Davis, 2005). This includes identifying and discovering employees' collective responsibilities than individualistic interest as it will help them to achieve interpersonal relationship and team work. Williams and Anderson (1991) grouped Organ's five dimensions of organisational citizenship behaviour into two broad categories. They are organisational citizenship behaviour towards an Individual (OCB-I) as well as organisational citizenship behaviour towards the organisation (OCB-O). Citizenship behaviour towards the organisation is a behavioural action that benefits the organisation while organisational citizenship behaviour of individual is a behaviour that benefits individuals in their place of work. Behaviours like courtesy and altruism describe organisational citizenship behaviour of individuals while behaviours that are meritorious to organisations, for example, conscientiousness, sportsmanship and civic virtue, are known as citizenship behaviour towards 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.

Organisations prefer employing workers who can navigate and create a level playing ground for both the staff and the organisation. 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 goes further to establish that within organisation's environment in Nigeria, workers regard it very important amid their busy schedule to assist their colleagues.

Najari, Ahmadi and Habibatbar (2011) asserted that organisations may not survive without workers exhibiting good characters through involving in all manner of positive organisation behaviours. They further emphasised that citizenship behaviour are presumed to have effect on organisations positively. Suleiman (2013) explained that, in Nigeria, employees' positive attitude towards their job and colleagues in the organisation is a foundation towards higher performance and enabling resources towards higher profit and overall organisational goals. They further said the achievement of every organisation in Nigeria depends on the attitude of their employees. This assertion agrees with the study of Mohammad, Amin, Razieh, Saeed and Arefeh (2013) on organisational citizenship behaviour which revealed that the status married and single workers do not have effect on organisation citizenship behaviour. Also, the study of Uzonwanne (2014) on oil worker in Nigeria reported that educational qualification has no significant influence on organisational citizenship behaviour. This shows that employees exhibit organisation citizenship behaviour without any form of gender or educational bias.

Organisational citizenship behaviour contributes to the goals, mission and objective of the organisation through interpersonal relationship and social interactions (Rotundo & Sackett, 2002). Also, management and heads of organisations who acknowledge the importance of social system create interpersonal relationships among co-workers in the organisation. According to Mayfield and Taber (2010), organisational citizenship behaviour includes pro-social organisational behaviour, performance and extra role behaviour and interpersonal relationship among employees. Employees with the attribute of citizenship behaviour are always willing to know how their colleagues feel, and dedicated to their work. This shows that employees with citizenship behaviour

are committed to know the psychology and physical presence of their colleagues. Organ, et al. (2006) postulated that employee voluntarily help newly-employed staff to learn the scope of their job. This enables experienced employees to be more productive, thus improving the efficiency of work in the organisation. Through this, the newly-employed staff would be more committed, knowing well that the organisation has interest in their well-being. It will also enhance organisational effectiveness and smoothen the socio-cultural ability of the organisation.

Organ and Paine (1999), from a social exchange perspective, see organisational citizenship behaviour as a construct that contributes positively to the organisation. In the aspect of knowledge transfer and information sharing, employees assist their colleagues to access vital information needed on the job. Walz and Niehoff (2000) suggested that collective efforts from employees involve information transfer and knowledge sharing at different levels of the organisation. It is very important for employees to have time to interact and socialise with their colleagues both at internal and external environment. By doing so, issues may emanate and possible solutions relating to organisational growth may be discussed. Suleiman (2013) averred that, in Nigeria, employees' positive attitude towards their jobs and their colleagues in the organisation is a foundation towards higher performance, high profit rate and overall organisational performance. The study of Blatt (2008) on organisational citizenship behaviour and its impact on temporary employees, established that temporary employees are involved in organisational citizenship behaviour as a result of some reasons. The reasons include being acquitted of rules that guide expert behaviours and envisaging positive experience with their colleagues. The study further revealed that temporary knowledge workers exhibit organisational citizenship behaviour due to the fact that they perceived it as part of their core responsibilities.

Kuvaas and Dysvik (2009), in a study on organisational citizenship behaviour confirmed similar effect of organisational citizenship behaviour between permanent and temporary employees. The authors collected data from permanent and temporary employees in Norway. The result shows that temporary employees positively respond by performing better on organisational citizenship behaviour and task performance when they perceived an investment in permanent employee development. Even though these temporary employees did not benefit directly from that investment.

Organisational citizenship behaviour influences organisations to value their employees' as well as respect their opinions. This strengthens the network ties in the organisation when employees show value and respect each other. Other results of organisational citizenship behaviour include costs reduction and meeting customers' needs (Podsakoff, Whiting, Podsakoff & Blume, 2009).

Organisational outcome, employees' performance, job satisfaction and employees commitment are factors that also consider organisational citizenship behaviour effective. Organ and Ryan (1995) emphasized that some specific factors have been found to influence organisational citizenship behaviour. They include job attitudes ("organisational commitment, job satisfaction and employee engagement and leader supportiveness") and role perceptions ("role conflict and role ambiguity"). According to the study of Abdallah (2012), organisational citizenship behaviour is positively related to high level of job satisfaction, organisational performance, absenteeism and low turnover rate. Employees with citizenship behaviour are more committed, satisfied with their job and they are willing to do more especially when resources are available to do the job. Wellins and Concelman, (2004) said organisational citizenship behaviour is an outcome of behaviour subject to organisational commitment and job satisfaction as employees respectfully help colleagues who are willing to go extra mile in their job.

Cheng and Chiu (2008) examined the impact of supervisors' influence on organisational citizenship behaviour. Data was collected with questionnaires and administered to supervisors and subordinates from seven companies in Taiwan. The results revealed that supervisors support enhanced job satisfaction and a person-organization fit of employee which increases level of organisational citizenship behaviour. Cheng and Chiu (2009) using similar respondents found a positive relationship between some constructs of job characteristics (i.e., task identity, task significance, and autonomy) and organizational citizenship behaviour. However, the two studies concluded that organizations can enhance the level of organizational citizenship behaviour by putting effort on the importance of supervisor support and job scope.

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.

2.7. Organisational Citizenship Behaviour and Job Burnout

Organisational citizenship behaviour is behaviour shown by employees who identify allegiance to co-workers, and, in particular, the organisation. Podsakoff, et al. (2000) was of the opinion that organisational citizenship behaviour is an important organisational characteristic noticed over the years in the literature. The construct of organisational citizenship behaviour was established by Organ in 1988 and he described it as a discretionary behaviour by an individual, which is not explicitly acknowledged by the organisation, but promotes effectiveness and organisational performance. The exhibited behaviours are not part of the organisations job descriptions or compulsory in job definitions, or punished nor rewarded by organisation management (Greenberg & Baron, 2002). In actual fact, exhibiting citizenship behaviour put employees on the right track to actualise their desired goals for the organisation. Uzonwanne (2014), on workers in Nigeria reported that employees within an organisation assist their colleagues in their day-to-day activities without any additional pay from the organisation. The study goes further to establish that within organisation's environment in Nigeria, workers regard it very important amid their busy schedule to assist their colleagues.

Studies have exposed the negative impact of job performance, job satisfaction, organisational citizenship behaviour, employees' commitment and job characteristics with attention to job burnout (Huang, Chuang & Lin, 2003). In the light of this, job burnout is a common negative psychological symptom among employees who work prevalently with their colleagues such as

librarians, nurses, teachers, policemen as well as doctors, whose jobs require limitless duration for task accomplishment within a particular organisation (Harun, Fatih & Nejat, 2011). Job burnout could be a negative symptom that leads to tiredness, stress, depression and other health related issues.

According to the study by Yusuf and Ayşe (2013), teachers with burnout are inefficient to tutor their pupils and may affect their organisational citizenship behaviours. Brown and Roloff (2011) were also of the opinion that teachers with burnout lack energy to relate and spend time with their pupils and immediate families. The situation emanates from 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. Altun (2002) stated that employees with job burnout do not indicate stress, whereas, it implies a final result of uncontrolled work stress. Invariably, when employees stress is controlled, job burnout incident would be reduced. However, the consequences of job burnout are very pertinent to employees and the organisation. Job burnout results may include fatigue, headache, difficulty in interpersonal relationships and inability to concentrate (Cherniss, 1980).

When employees experience job burnout, their actual performance to the organisation cannot be compared with their previous engagement. Maslach, et al. (2001) noted that when employees experience job burnout, their work-related performance maybe weakened and, their organisational citizenship behaviour is likely to decrease. Therefore, organisations need to be equipped with enough resources to suppress stress in order to avoid job burnout. Maslach, Schaufeli and Leiter (2001) expounded job burnout as highly expected of an individual. Employees, who are always exposed to emotional stress in their dealings with co-workers and supervisors, believe they are not valued, respected and treated with dignity. The study also stated that employees should be valued and respected by their organisations. However, organisations which do not appreciate the importance of their employees, maybe disadvantaged with such employees' citizenship behaviour.

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 et al., 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).

Theoretical Framework

The following theories are relevant to this study: Job demands-resources model, job characteristics model and organisational citizenship behaviour theory.

2.8.1. Job Demands-Resources Model by Demerouti, Bakker, Nachreiner and Schaufeli (2001)

The Job Demands-Resources Model of Demerouti, Bakker, Nachreiner and Schaufeli (2001) was used to explain the variables of job burnout and work engagement in this study. The model describes job demands as the negative and demotivation dimension of job outcomes which may lead to job burnout while job resources emphasise on the positive and the motivational aspects of work conditions and their effects on employees' work engagement, well-being and job performance.

The job demands aspect of the job demands-resources model was defined by Bakker et al., (2004) as the physiological, cognitive, psychological, and social aspect of the job which are usually associated with negative occurrences such as work pressure, workload and role conflict. The model assumes that employees may become exhausted, have feelings of cynicism and reduced personal accomplishment (job burnout) on the job as a result of organisations demanding beyond employees' job descriptions and areas of specialisations. According to Schaufeli and Bakker (2004), job burnout intervenes between job demands, well-being challenges and other negative organisational outcomes such as intention to quit, depression, sick leave, family conflict and turnover intention. After the 1990s a new line of thought emerged with the influence of positive psychology (Seligman & Csikszentmihalyi, 2000), which shows that apart from the negative outcomes, associated with work conditions, these are positive effects of job outcomes.

The job resources aspect of the job demands-resources model is described as the physiological and psychological aspects of the job that provide employees with adequate resources, reduces job demands, promotes organisational productivity and employees' development (Bakker et al. 2004). Job resources are assumed to achieve positive job-related outcomes such as: reduced job demands to stimulate job control, social support, organisational performance and productivity as well as learning and development. The job resources dimension provides adequate resources that energise (vigour) employees to be persistent (dedication) and focused (absorption) on the job. It also suggests that vigour, dedication and absorption of work engagement foretell positive organisational job outcomes such as job performance, productivity and commitment (Rich, LePine & Crawford, 2010).

This model is relevant to the variables of job burnout and work engagement. It describes the three indicators of job burnout on one hand and work engagement on the other hand. They are exhaustion, cynicism and inefficacy for job burnout and vigour, dedication, and absorption for work engagement. The model highlights issues of unpleasant occurrences in the organisation such as work pressure, work overload, task interruption and family-conflict. On the other hand, the model also proffers solution to causes of job burnout in the organisation through the provisions of adequate resources to reenergise employees for engagement. According to van den Broeck, Vansteenkiste, de Witte and Lens (2008), the strength of job demand-resources model has eliminated the limitation of the prevalent models and merged their strengths for job advancement and organisational growth.

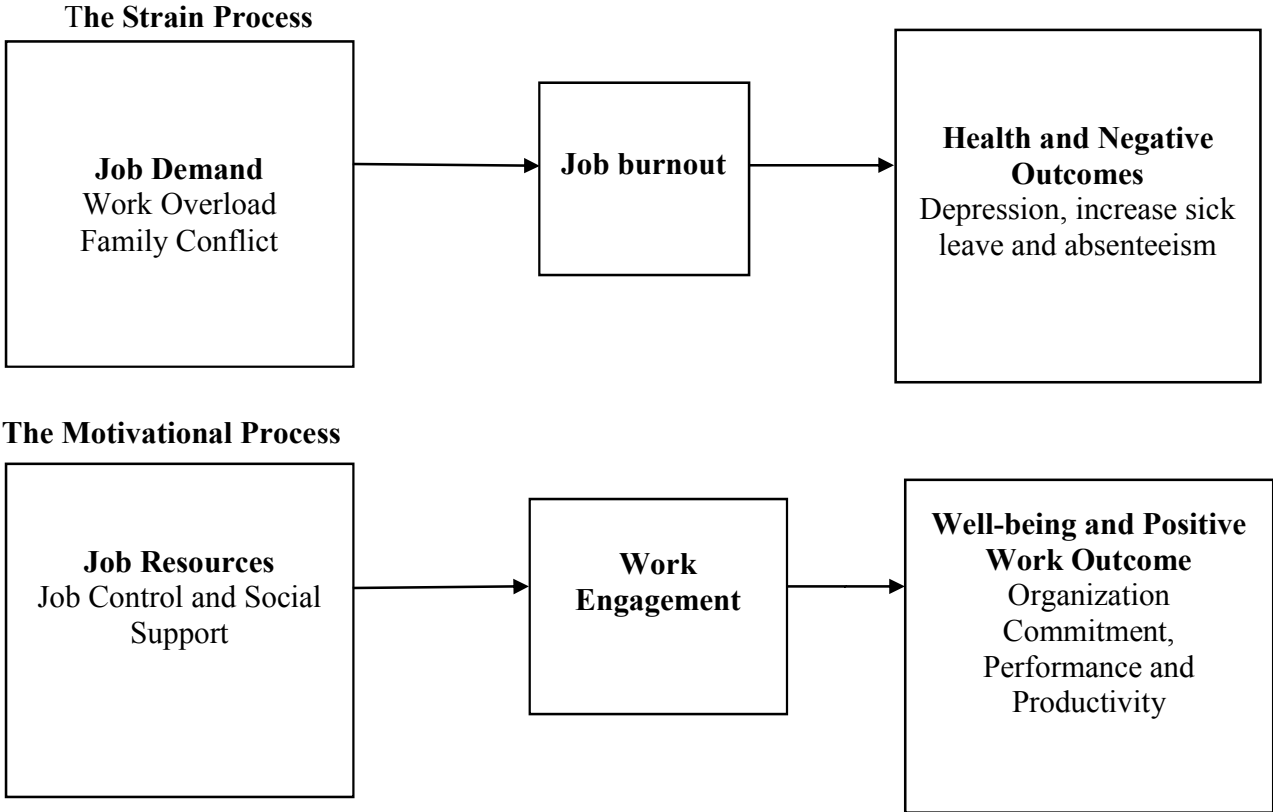


Figure: 2.1. Job Demand-Resources Model Adapted from Schaufeli & Bakker, (2004).

2.8.2. The Job Characteristics Model (JCM) by Hackman and Oldham (1980)

The Job Characteristics Model (JCM) of Hackman and Oldham (1980) was used to explain the job characteristics variable in this study. The model was developed to explain problems related to employees' demotivation, job burnout, turnover intention and job dissatisfaction. The job characteristics model emerged from early motivational and job enrichment research such as Job Diagnostic Survey (JDS) by Hackman & Oldham, 1974 and the Yale Job Inventory (YJI) by Hackman and Lawler (1971). Job characteristics model was designed for two major purposes according to Hackman and Oldham (1980). The first purpose is to diagnose jobs prior to redesign which means that a job could be examined in terms of its core characteristics. The second purpose is expected to provide a method to measure change from pre-work design to post-work design.

Hackman and Oldham (1980) categorised the activities of job characteristics theory into five dimensions, namely skill variety, task identity, task significance, autonomy and feedback. They described these five characteristics as indicators of employees' critical psychological states. According to Champoux (1991), skill variety, task identity, task significance, autonomy and feedback improve the three psychological states of employees, such as experienced meaningfulness, responsibilities and the knowledge of results which influence intrinsic motivation of employees. These three critical psychological states were identified as experienced meaningfulness of the work (with skill variety, task identity and task significance as indicators), experienced responsibility for the outcomes of the work (with autonomy as indicator) and knowledge of the actual results of the work activities (with feedback as indicator). When employees attain critical psychological states, their personal work outcomes will be high. These outcomes are characterised by high internal work motivation, high quality work performance, and low absenteeism and turnover. Rusconi (2005) pointed out that job characteristics model leads to these same employees' personal and work outcomes in their respective tasks.

This model is relevant to the variable of job characteristics. It describes the five activities of job characteristics used in this study which are skills variety, task identity, task significance, autonomy and feedback. The job characteristics model addresses the three critical psychological states of employees and their work outcomes in the organisation. It also highlights the importance of work

motivation, high quality work performance, and high satisfaction with work and low absenteeism and turnover.

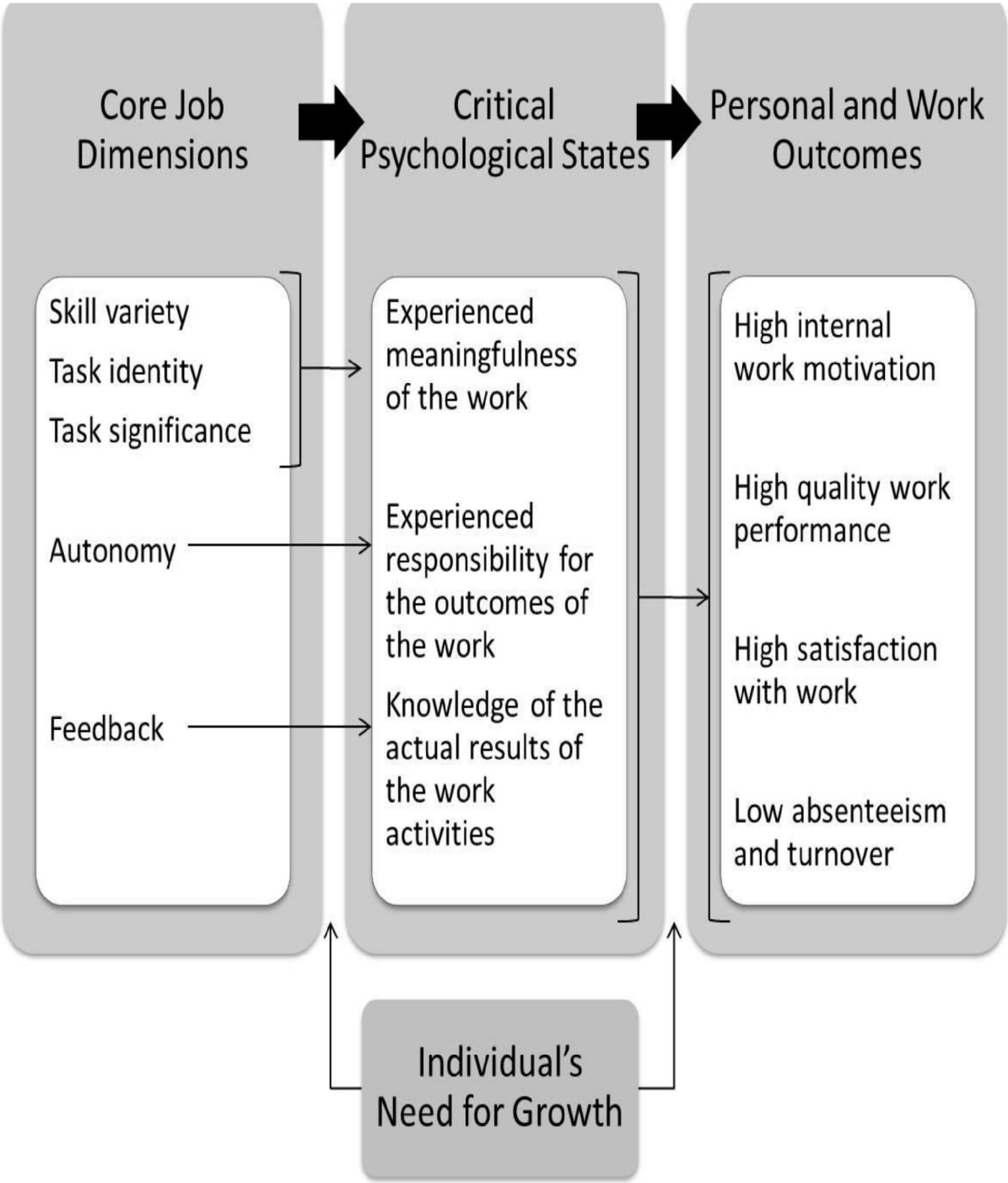


Figure: 2.2. Hackman and Oldham's Job Characteristics Model (Adopted from Rusconi, 2005, p. 16)

2.8.3. Organisational Citizenship Behaviour Theory by Organ (1990)

The organisational citizenship behaviour theory (OCB) of Organ (1990) was used to explain the organisational citizenship behaviour variable in this study. The theory describes employees' positive behavioural attitude towards their jobs, colleagues and the organisation. Organisational citizenship behaviour theory is characterised by discretion and voluntary attitude that are not directly recognised or rewarded by organisations' management but add value to the growth and development of the organisation. Dorothea (2013) explained that organisational citizenship behaviour theory involves voluntary and informal attitude that is not directly recognised by the organisational reward system but discretionary and explicitly recognised.

According to Organ (1990), organisational citizenship behaviour theory assumes that employees with negative attitudes towards their jobs and the organization suppress desires to engage in organisational citizenship behaviour. Apart from organisational attitude, organisational citizenship behaviour theory is related to "individual level outcomes, including managerial assessment of employee performance, decisions on reward allocation and various withdrawal-related factors such as absenteeism, employee turnover intention and actual turnover (Podsakoff, et al. 2009, p. 39)." The theory is anchored on five dimensional constructs of organisational psychology which are altruism, courtesy, conscientiousness, sportsmanship and civic virtue. Altruism is voluntary action that assists another employee in solving a particular problem. Courtesy refers to the ability to avoid problem with other employees and abuse of human rights of others. Conscientiousness refers to employees working beyond the norms. Sportsmanship consists of any actions tolerating less than ideal circumstances without complaints. Civic virtue is behaviour showing a willingness to responsibly participate in the functioning of the organisation.

This theory is relevant to the variable of organisational citizenship behaviour. It describes the five activities of organisational citizenship behaviour used in this study which are altruism, courtesy, conscientiousness, sportsmanship and civic virtue. Organisational citizenship behaviour theory highlights the positive dimension of employees' allegiance to their organisations and the outcome results such as increased productivity, employees' effectiveness and commitment. It also addresses

the issues of interpersonal relationship and social interaction among employees, both within and outside the organisation.

2.9. Conceptual Model

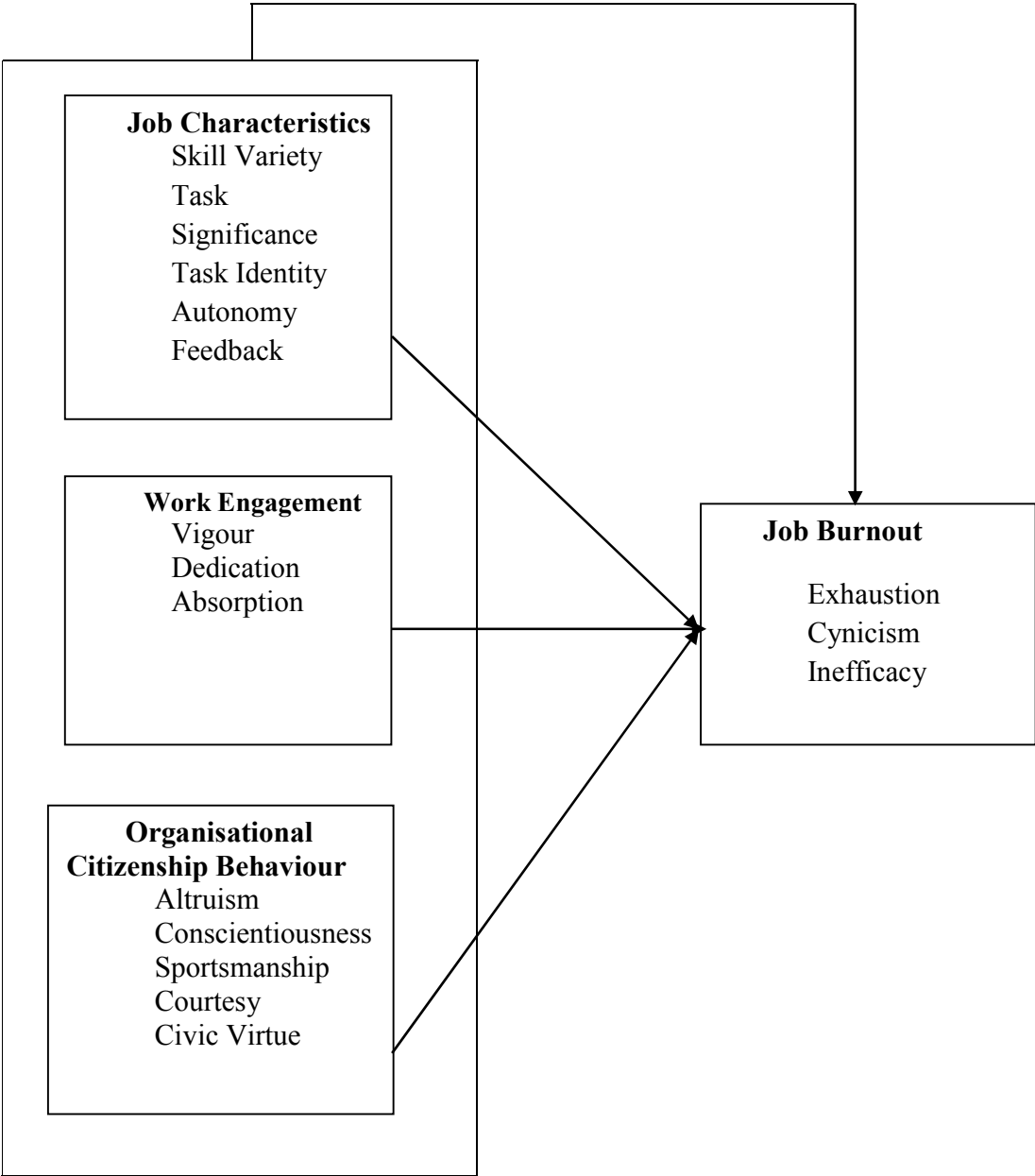


Figure: 2.3. The Conceptual Model of Job Characteristics, Work Engagement, Organisational Citizenship Behaviour and Job Burnout of Librarians

The road map for the conceptual model of the influence of job characteristics, work engagement, organisational citizenship behaviour and job burnout has three main components as shown in Figure 2.3.

The independent variables, in this conceptual model are job characteristics, work engagement and organisational citizenship behaviour on librarians in university libraries in southern Nigeria. Job characteristics as a concept, is widely known and described as a construct that determines librarians work design, work outcome and extent to which a job is structured in a particular organisation. Job characteristics comprises of five indicators which are skill variety, task significance, task identity, autonomy, feedback. Skill variety is described as different activities carried out by librarians to actualise their performance in the organisation. Task significance means having employees substantial impact on the organisation performance and other librarians. Task identity means identifying portions of work and embarking on the task with the aim of visible results. Autonomy refers to extensive, independent, and will of librarians to determine the procedures used for the job while feedback entails providing individuals with direct and adequate information about employees' performance (Hackman & Oldham, 1980).

Work engagement is another variable in this study. It is considered as one of the most powerful construct for effective organisational control within an organisation. Work engagement is a state of fulfilment librarians derived in accomplishing a particular task. It involves harnessing the needed energy and attitude to achieve the best desired result. Work engagement comprises three constructs which are vigour, dedication and absorption. Vigour is the state of having increased level of strength, readiness to put liveliness into one's effort and ability to work in tough times. Dedication means librarians' involvement in a task and showing a sense of belonging, having enthusiasm about the work. Absorption implies librarians being focused on their job, having felt time passes but being unwilling to abandon the task.

Furthermore, literature has described organisational citizenship behaviour, the third variable of this study as a behaviour that is characterised by discretion and voluntary attitude that are not directly recognised by the organisation management or rewarded but add value to the growth and effectiveness of the organisation. It has five main variables, which are altruism, conscientiousness,

sportsmanship, courtesy and civic virtue. Altruism is a voluntary action whereby librarians' assist their colleagues on challenges they are having on the job. Conscientiousness refers to librarians working beyond the norms. Courtesy is the ability to avoid problems with other librarians and abuse of human rights of others. Sportsmanship consists of any actions tolerating less than ideal circumstances without complaints. Civic virtue is a behaviour showing willingness to responsibly participate in the functioning of the organisation.

The dependent variable in this model is job burnout of librarians among university libraries in Southern Nigeria. Job burnout is a state of being emotional, mental and physical exhaustion affected by persistent stress in the workplace. It comprises three variables which are exhaustion, cynicism and inefficacy. Exhaustion, also called emotional exhaustion, is usually regarded as the most important aspect of job burnout and is characterised by a feeling of being over-extended and depletion of one's emotional resources ("feeling emotionally drained"). Cynicism, which refers to depersonalisation, represents the interpersonal component of job burnout and is characterised by a negative, detached, and depersonalised attitude towards one's work, co-workers, and the people to whom one's work is directed. Inefficacy could be described as ineffectiveness, or reduced personal accomplishment, which is the self-evaluation component of job burnout and it is characterised by feelings of declining competence and productivity at work and of increased inability to solve problems that arise in one's work.

The model proposed that positive organisational psychology construct such as job characteristics, work engagement and organisational citizenship behaviour may become negative due to some organisational deficiency such as inadequate resources, conflict of roles and family conflict. Bakker, Demerouti and Verbeke (2004) found out that job demands may influence job burnout, which in turn has decreased effect on roles librarians play in the library and their environment. Job overload, lack of job control and lack of man power can also endanger employees' attitude and health-related issues. Maslach and Leiter (2008) noted that employees' physiological and psychological effect may occur during job burnout. Invariably, these could lead to undesired organisational results, such as occupational dissatisfaction, lack of organisational commitment, absenteeism, and turnover intension. Hence this study investigated the joint effect of job characteristics, work engagement and organisational citizenship behaviour on job burnout among librarians in university libraries in Southern Nigeria.

2.10. Appraisal of the Literature

The literature review focused on relevant literature on the concept of job burnout, job characteristics, job characteristics and job burnout, work engagement, work engagement and job burnout, organisational citizenship behaviour, organisational citizenship behaviour and job burnout, the theoretical framework and the conceptual framework. The literature revealed that job burnout plays an important role in organisational performance and job outcomes of employees in organisations. Negative occurrences such as sick leave, absence from work, family conflicts and intention to quit was established as factors that influence job burnout. Also, the place of job characteristics on employees was revealed, indicating that they relate to employees' sense of personal control and sense of task completion. A good number of researchers have shown that employees possess job characteristics for innovation, creativity and dynamism in an organisation for competitive advantage. However, the component of job burnout established undesired effect on job characteristics which was shown in literature in the context of this study that job characteristics was found to have negative occurrences on employees of different organisations such as task interruptions, organisational changes, emotional dissonance, work load and work-home interference. This indicates that job characteristics influence employees' character such as depression, stress and job dissatisfaction.

In work engagement, the psychological well-being of librarians enhances relationship between their colleagues and the management. Work engagement and job burnout shows they are two related variables but opposite of each other. Inadequacy and unavailability of resources affect librarians' effectiveness in the library which may lead to burnout and when eventually they have enough resources to actualise their jobs they become engaged. Many researchers have also noted that when librarians are exposed to stress, some do not show signs of burnout, but find pleasurable ways of dealing with such stress. Organisational citizenship behaviour was established as a subject of focus, particularly in the area of psychological research as a result of its impact on organisations and individual performance. Literature shows that librarians who exhibit citizenship behaviour do not expose themselves to burnout but exhibit an attribute of sportsmanship towards the organisation.

The model of job demands-resources model, job characteristics model and organizational citizenship behaviour theory was used for this study. The conceptual model used in this study shows the independent variables (job characteristics, work engagement and organisational citizenship behaviour) will influence the dependent variable (job burnout). The model also indicates that the three independent variables will jointly influence the dependent variable in this study. Based on the conceptual model, this study intent to fill the gap in literature by empirically validating the theoretical components of job characteristics, work engagement, organizational citizenship behaviour as they influence job burnout of librarians.

Most of the studies conducted in the Western world on job burnout, job characteristics, work engagement and organisation citizenship behaviour were only focused on the police, nursing, and teaching profession. Available literature reveals scanty literature from Nigerian scholars on job characteristics, work engagement, organisational citizenship behaviour and job burnout among librarians. It is in the light of this that this work is necessary to fill the existing gap by examining the influence of job characteristics, work engagement, organisational citizenship behaviour and job burnout among librarians in university libraries in Southern Nigeria and to provide a reference point for future studies.

CHAPTER THREE

METHODOLOGY

3.0. Introduction

This chapter focuses on the method adopted for the study and presented under the following sub-headings:

- 3.1. Research Design
- 3.2. Population
- 3.3. Sample size and sampling Technique
- 3.4. Research Instrument
- 3.5. Validity of Instrument
- 3.6. Method of Data Collection
- 3.7. Method of Data Analysis
- 3.8. Ethical Considerations

3.1. Research Design

This study adopted the survey research design. A survey is an observational study that is used to find out the association between variables in a particular study that the researcher cannot control or manipulate. It is oriented towards ascertaining and establishing the status quo, facts or information at the time of research (Mahajan, 2010). The method is considered appropriate in order to indicate the accurate description of how the independent variables (job characteristics, work engagement and organisational citizenship behaviour) interplay to influence the dependent variable (Job Burnout) among librarians in Southern Nigeria.

3.2. Population

The population for this study consisted of all 624 librarians from all the 38 public universities (Federal and State) in Southern Nigeria. The details of the population of the study are presented in Table 3.1. The list comprises 18 federal universities and 20 State owned universities.

Table 3.1: Population of Librarians in Southern Universities in Nigeria

S/N	Geopolitical Zone and State	Name of University	No of Librarians
	South-West		
1	Ekiti State	Federal University, Oye-Ekiti	09
2		Ekiti State University, Ado-Ekiti	15
3	Lagos State	University of Lagos	23
4		National Open University of Nigeria	19
5		Lagos State University, Ojo	17
6	Ogun State	Federal University of Agriculture, Abeokuta	23
7		Olabisi Onabanjo University, Ago-Iwoye	15
8		Tai Solarin University of Education, Ijagun, Ijebu-Ode	08
9	Ondo State	Federal University of Technology, Akure	14
10		Adekunle Ajasin University, Akungba	09
11		Ondo State University of Science and Technology, Okitipupa	07
12	Osun State	Osun State University, Oshogbo	14
13		Obafemi Awolowo University, Ile-Ife	22

14	Oyo State	University of Ibadan	32
15		Ladoke Akintola University of Technology, Ogbomoso	14
	South-South		
16	Akwa-Ibom State	University of Uyo	15
17		Akwa-Ibom State University of Technology, Uyo	06
18	Bayelsa State	Federal University, Otuoke	11
19		Niger Delta University, Yenagoa	23
20	Cross River	University of Calabar	17
21		Cross River State University of Science and Technology, Calabar	11
22	Delta	Federal University of Petroleum Resources, Effurum	09
23		Delta State University, Abraka	21
24	Edo State	University of Benin	26
25		Ambrose Ali University, Ekpoma	14
26	Rivers State	University of Port-Harcourt	23
27		Rivers State University of Science And Technology	16
28		Ignatius Ajuru University of Education, Rumuolumeni	09

	South-East		
29	Abia State	Michael Okpara University of Agriculture, Umudike	08
30		Abia State University, Uturu	07
31	Anambra State	Nnamdi Azikiwe University, Awka	22
32		Chukwuemeka Odumegwu Ojukwu University, Uli	12
33	Ebonyi	Federal University, Ndufu-Alike, Ebonyi	04
34		Ebonyi State University, Abakaliki	14
35	Enugu State	University of Nigeria, Nsukka	45
36		Enugu State University of Science and Technology	14
37	Imo State	Federal University of Technology, Owerri	32
38		Imo State University, Owerri	24
		Total	624

Source: National Universities Commission website, consultation with colleagues through personal discussions, telephone calls and NLA forum

3.3. Sample Size and Sampling Technique

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.

Table 3.2: Return rate

S/N	Geopolitical Zone and State	Name of University	No of Librarians	Response rate (%)
	South West			
1	Ekiti State	Federal University, Oye-Ekiti	09	06 (66.6)
2		Ekiti State University, Ado-Ekiti	15	14 (93.3)
3	Lagos State	University of Lagos	23	19 (82.6)
4		National Open University of Nigeria	19	15 (78.9)
5		Lagos State University, Ojo	17	13 (76.5)
6	Ogun State	Federal University of Agriculture, Abeokuta	23	17 (73.9)
7		Olabisi Onabanjo University, Ago-Iwoye	15	11 (73.3)
8		Tai Solarin University of Education, Ijagun, Ijebu-Ode	08	7 (87.5)
9	Ondo State	Federal University of Technology, Akure	14	12 (85.7)
10		Adekunle Ajasin University, Akungba	09	07 (77.8)
11		Ondo State University of Science and Technology, Okitipupa	07	05 (71.4)
12	Osun State	Osun State University, Oshogbo	14	13 (92.9)
13		Obafemi Awolowo University, Ile-Ife	22	19 (86.4)
14	Oyo State	University of Ibadan	32	26 (81.3)

15		Ladoke Akintola University of Technology, Ogbomosho	14	12 (85.7)
	South-South			
16	Akwa-Ibom State	University of Uyo	15	13 (86.7)
17		Akwa-Ibom State University of Technology, Uyo	06	05 (83.3)
18	Bayelsa State	Federal University, Otuoke	11	9 (81.8)
19		Niger Delta University, Yenagoa	23	19 (82.6)
20	Cross River	University of Calabar	17	11 (64.7)
21		Cross River State University of Science and Technology, Calabar	11	6 (54.6)
22	Delta	Federal University of Petroleum Resources, Effurum	09	8 (88.9)
23		Delta State University, Abraka	21	18 (85.7)
24	Edo State	University of Benin	26	19 (73.1)
25		Ambrose Ali University, Ekpoma	14	11 (78.6)
26	Rivers State	University of Port-Harcourt	23	17 (73.9)
27		Rivers State University of Science And Technology	16	9 (56.2)
28		Ignatius Ajuru University of Education, Rumuolumeni	09	7 (77.8)
	South East			
29	Abia State	Michael Okpara University of Agriculture, Umudike	8	7 (87.5)

30		Abia State University, Uturu	07	6 (85.7)
31	Anambra State	Nnamdi Azikiwe University, Awka	22	17 (77.3)
32		Chukwuemeka Odimegwu Ojukwu University, Uli	12	10 (83.3)
33	Ebonyi	Federal University, Ndufu-Alike, Ebonyi	04	3 (75)
34		Ebonyi State University, Abakaliki	14	12 (85.7)
35	Enugu State	University of Nigeria, Nsukka	45	37 (82.2)
36		Enugu State University of Science and Technology	14	12 (85.7)
37	Imo State	Federal University of Technology, Owerri	32	29 (90.6)
38		Imo State University, Owerri	24	21 (87.5)
		Total	624	502 (80.4)

Source: National Universities Commission website, consultation with colleagues through personal discussions, telephone calls and NLA forum

3.4. Research Instrument

Structured questionnaire was employed to collect data for the study. The questionnaire for this study was tagged: Job Characteristics, Work Engagement, Organisational Citizenship Behaviour and Job Burnout of Librarians. The study postulate eight objectives and the questionnaire was designed along the identified research questions. The adapted research instrument was divided into five sections.

Section A: Demographic information: It consists of questions on demographic data of the respondents such as age, gender, marital status, educational qualification, designation, department and work experience.

Section B: It 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

Section C: It dealt with job characteristics of librarians. It contains the five main constructs of the variable: “skill variety, task significance, task identity, autonomy and feedback.” It adapted Hackman & Oldham (1980) questionnaire scale for this study. The scale comprises 21 items statements on job characteristics of librarians and a 3-scale measurement: 3 -Very Much; 2 - Moderate and 2 - Very Little -1.

Section D: It measures the level of work engagement of librarians. It contains three components which are vigour, dedication and absorption. This section adapted the “Utrecht Work Engagement Scale” UWES by Schaufeli & Bakker (2003). The scale comprises 17 items of work engagement and a 6-scale of measurement: Always-6; Very Often-5; Often-4; Sometimes-3; Rarely-2; Almost Never-1.

Section E: 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.

3.5. Validity and Reliability of Instrument

The questionnaire was subjected to both face and content validity. This was done through researcher’s supervisor, senior academics and professionals. Construct validity was used to expunge unnecessary items from the questionnaire and rephrasing some of its contents where necessary. The questionnaire was designed with relevant questions for each variable to be measured and were all subjected to content validity.

In order to validate the questionnaire, a pilot study was conducted by distributing 31 sample copies of the questionnaire to librarians in Kwara State University (10) and University of Ilorin (21).

The data generated was subjected to Cronbach’s alpha reliability test. A section-by-section reliability test at 0.5 level of significance yielded the following alpha reliability coefficient results:

Section B (Job Burnout) = 0.92, Section C (Job Characteristics) = 0.72, Section D (Work Engagement) = 0.95 and Section F (Organisational Citizenship Behaviour) = 0.73. The reliability result for the constructs would be accepted if its reliability coefficient is greater than or equal to 0.60 by the rule of thumb; but if otherwise, it will be rejected for further improvement on the item in the main construct (Popoola, 2012). The instrument is considered reliable for this study as the alpha reliability coefficient result for the sections was more than 0.60 level of significance. The result of the analysis of the pilot study is presented in Table 3.2.

Table 3.2: Reliability of Instrument

S/N	Variable	Cronbach's Alpha	No of items
1	Job Burnout	0.92	19
2	Job Characteristics	0.72	21
3	Work Engagement	0.95	17
4	Organisational Citizenship Behaviour	0.73	20

3.6. Method of Data Collection

A total number of 624 copies of the questionnaire was distributed to librarians in all the thirty eight (38) university libraries in Southern Nigeria. Letter of introduction was given to the researcher by the head of Information Resources Management Department of Babcock University and, was submitted to the university librarians of the above-mentioned universities. The university librarians granted permission before the researcher proceeded to administer the questionnaires. The researcher trained three (3) research assistants to administer the questionnaire to the respondents. They were trained on how to explain grey areas in the instrument to respondents in the course of administering the questionnaire and also on the fact that information generated should not be divulged to a third party. Advance preparation was also made towards getting the respondents through phone calls, e-mails and personal visits. The time spent by the researcher on administration and retrieval of the copies of the questionnaire for analysis was two months.

3.7. Method of Data Analysis

The data collected were analysed with descriptive statistics such as frequency counts, simple percentages, tables; as well as, mean and standard deviation were used to analyse the research questions. The analysis was done with the aid of computer using Statistical Package for Social Science (SPSS), 22.0 versions. Hypotheses 1-3 were tested using regression analysis while multiple regression analysis was used to test hypothesis 4 at 0.05 level of significance.

3.8. Ethical Consideration

A letter of introduction was collected from the Head of the Department of Information Resources Management, Babcock University to seek permission from the institutions to be involved before the study was conducted. Informed consent was sought from the participants who were aware that the study is purely an academic exercise and that their confidentiality was assured. All scholarly work and data consulted in any form or format were duly acknowledged, cited and referenced. To this end, the researcher obtained ethical approval for the study from Babcock University Health Research Ethical Committee (BUHREC). Also, the researcher was subjected to a plagiarism test in order to check its similarity index.

CHAPTER FOUR

ANALYSIS, RESULTS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents the data analysis, results and discussion of findings of responses obtained from librarians in university libraries in Southern Nigeria. Data were collected through questionnaire, collated, coded and analysed using descriptive statistics such as: frequency counts, simple percentages, tables, mean, standard deviation and regression. Six hundred and twenty four (624) copies of questionnaire were administered to all librarians in university libraries in Southern Nigeria while five hundred and two (502) copies of the questionnaire were properly completed and retrieved, giving a response rate of 80.4%.

4.1 Socio-Demographic Distribution of Respondents

	Classification	Frequency	Percentage%
Gender	Male	188	37.5
	Female	314	62.5
	Total	502	100.0
Marital Status	Single	184	36.6
	Married	308	61.4
	Divorced	4	0.8
	Widowed	6	1.2
	Total	502	100.0
Age	Below 30	135	26.8
	31-40	145	28.9
	41-50	171	34.1
	51-60	47	9.4
	Above 60	4	0.8
	Total	502	100.0
Educational Qualification	BSc/BA	134	26.7
	BLIS/BIRM	94	18.7
	MSc/MA	23	4.6
	MLIS/MIRM	231	46.0
	PhD	20	4.0
	Total	502	100.0
Designation	Assistant Librarian	231	46.0
	Librarian II	99	19.7

	Librarian I	91	18.1
	Senior Librarian	62	12.4
	Principal Librarian	17	3.4
	Deputy Librarian	2	0.4
	University Librarian	0	0
	Total	502	100.0
Length of service	Below 6 years	184	36.7
	6-10 years	108	21.5
	11-15 years	91	18.1
	16-20 years	67	13.3
	21-25 years	26	5.2
	26-30 years	17	3.4
	above 30 years	9	1.8
	Total	502	100.0

From Table 4.1, 62.5% of librarians in university libraries in Southern Nigeria were female while male librarians were 37.5%. This shows that most of the librarians working in university libraries in Southern Nigeria were female. Majority of the librarians were married 62.4% while singles were 36.6%, widowed were 1.2% while divorced respondents were 0.8%. This shows that higher percentage of the librarians had marital commitments. Over 90% of librarians in university libraries in Southern Nigeria were below the age of 50. As expected, less than 10% were 60 years and above. The highest population of librarians in university libraries in Southern Nigeria (34.1%) were found in the age range of 41-50years. This is expected since these age ranges are the active working years in the life of a human being. It also implies that the librarians in university libraries in Southern Nigeria are relatively young.

Over 50% of librarians in university libraries in Southern Nigeria had combined academic and professional Master's degree and a few had PhD (4%) in Library and Information Science/Information Resources Management. This was followed by those with BSc/BA (26.7%), BLIS/BIRM (18.7%) and MSc/MA (4.6%). Librarians with Master's degree in Library and Information Science/Masters in Information Resources Management (46.0%) constituted the highest population of the respondents. This shows that majority of the respondents had obtained professional cadre in their career. It implies that they possess adequate knowledge in their profession.

The job designation (cadre) of librarians in university libraries in Southern Nigeria shows that over 50% of the librarians were between the cadre of Librarian II and Senior Librarian, These three cadres, together with the cadres above them, are professionally-qualified librarians. Those designated as Assistant Librarians are seen as librarians-in-training. Based on this, 54% of librarians in university libraries in Southern Nigeria were professionally qualified. The length of years in service of the librarians in university libraries in Southern Nigeria shows that over 70% were between 6-15years and below in service. Less than 30% were 16-20 years and above. The majority of the librarians were below 6 years (36.7%); others were 6-10 years (21.5%) and 11-15 years (18.1%). This shows that majority of the librarians have adequate work experience in the profession. Their length of years in service implies that they have enough work experience to make the right judgement regarding the services they rendered.

4.2 Analysis of Research Questions

Research Question 1: What is the level of job burnout of librarians in university libraries in Southern 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 4.2: Level of Job Burnout of Librarians in University Libraries in Southern 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 4.2, the level of job burnout among librarians in university libraries in Southern 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 do librarians in university libraries in Southern Nigeria understand the characteristics of their job?

Research question two 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 little; 1.5 to 2.49 = Moderate; 2.5 to 3.0 = Very Much.

Table 4.3: Job Characteristics of Librarians in University Libraries in Southern Nigeria

I understand that.....	Very Much 3	Moderate 2	Very Little 1	Mean	SD
Task Significance	F(%)	F(%)	F(%)		
My job is very significant and important to the library users	429 (85.5)	68 (13.5)	5 (1.0)	2.84	0.39
The results of my work is likely to influence the library performance	431 (85.9)	59 (11.8)	12 (2.4)	2.83	0.43
My job has a large impact on staff within the library	343 (68.3)	132 (26.3)	27 (5.4)	2.63	0.58
My work has a significant impact on people outside the library	265 (52.8)	140 (27.9)	97 (19.3)	2.33	0.78
Average Mean Score = 2.66, SD = 0.55					
Skill Variety					
My Job involves a great deal of skills	327 (65.1)	154 (30.7)	21 (4.2)	2.61	0.57
My Job requires different skills for a wide range of tasks	322 (64.1)	142 (28.3)	38 (7.6)	2.57	0.63
My job involves doing different activities	279 (55.6)	188 (37.5)	35 (7.0)	2.49	0.62
Average Mean Score = 2.56, SD = 0.61					
Task Identity					
My job allows me to understand the meaningfulness and importance of the job	380 (75.7)	108 (21.5)	14 (2.8)	2.73	0.50
My job is arranged so that I can do an entire piece of work	256 (51.0)	224 (44.6)	22 (4.4)	2.47	0.58
My job involves completing a piece of work that has an obvious beginning and end	279 (55.6)	182 (36.3)	41 (8.2)	2.47	0.64
Average Mean Score = 2.56, SD = 0.57					
Feedback					
My job itself provides me with information about my performance	323 (64.3)	163 (32.5)	16 (3.2)	2.61	0.55
My work activities provide direct and clear information about the effectiveness (e.g., quality and quantity) of my job performance	316 (62.9)	174 (34.7)	12 (2.4)	2.61	0.54
My job itself provides feedback on my performance	310 (61.8)	171 (34.1)	21 (4.2)	2.58	0.57
My job itself provides feedback from my supervisor on how well I am doing	290 (57.8)	187 (37.3)	25 (5.0)	2.53	0.59
The extent of feedback I receive from individuals than my supervisor(s)	170 (33.9)	250 (49.8)	82 (16.3)	2.18	0.69
Average Mean Score = 2.50, SD = 0.59					
Autonomy					
My job gives me a chance to use my personal initiative or judgement in carrying out the work	192 (38.2)	233 (46.4)	77 (15.3)	2.23	0.70
My job allows me to decide on the order in which things are done on the job	170 (33.9)	231 (46.0)	101 (20.1)	2.14	0.72
My job allows me to make decisions about what methods I use to complete my work	177 (35.3)	212 (42.2)	113 (32.5)	2.12	0.75
My job gives me considerable opportunity for independence and freedom on how I do the work	159 (31.7)	244 (48.6)	99 (19.7)	2.12	0.71
My job allows me to make my own decisions about how to schedule my work	179 (35.7)	197 (39.2)	126 (25.1)	2.11	0.77
My job gives me control over the pace of my work	165 (32.9)	228 (45.4)	109 (21.7)	2.11	0.73
Average Mean Score = 2.14, SD = 0.73					
Overall Average Mean = 2.5, SD = 0.61					

Source: Field Survey, 2018

Librarians in university libraries in Southern Nigeria had a very much understanding of their job characteristics ($\bar{x} = 2.5$ on a scale of 3). Their highest understanding was in the area of the significance of their job ($\bar{x} = 2.66$). This is as a result of their job being significant and important to the library users ($\bar{x} = 2.84$), followed by the results of their work is likely to influence the library performance ($\bar{x} = 2.83$) and their job has a large impact on staff within the library ($\bar{x} = 2.63$). The second indicator of job characteristics, skill variety, showed that librarians had a very much understanding of their skill variety ($\bar{x} = 2.56$). This was attributed to their job involves a great deal of skills ($\bar{x} = 2.61$) and their job involves different skills for a wide range of tasks ($\bar{x} = 2.57$).

The extent to which librarians were able to identify their tasks was also to a very much understanding ($\bar{x} = 2.56$). This was acknowledged by the job allows them to understand the meaningfulness and importance of their job ($\bar{x} = 2.73$). Also, the librarians had a very much understanding on the feedback they receive about what they do ($\bar{x} = 2.50$). This was attributed to the job provides them with information about their performance ($\bar{x} = 2.61$), followed by the work activities provide direct and clear information about the effectiveness of their performance ($\bar{x} = 2.61$) and the job provides feedback about their performance ($\bar{x} = 2.58$) as well as the job provides feedback from the supervisors on how well they are doing ($\bar{x} = 2.53$).

Autonomy, the last aspect of job characteristics had above average mean score of ($\bar{x} = 2.14$), suggesting that they had a moderate understanding of autonomy on their jobs. This indicate that the job gives them a moderate chance to use their personal initiative or judgement in carrying out the work ($\bar{x} = 2.23$), followed by the job allows them to decide on the order in which things are done on the job ($\bar{x} = 2.14$) and the job allows them to make decisions about methods used to complete the work ($\bar{x} = 2.12$), the job gives them considerable opportunity for independence and freedom on how they do the work ($\bar{x} = 2.12$) and the job allows them to make decisions about how to schedule their work ($\bar{x} = 2.11$) as well as the job gives them control over the pace of their work ($\bar{x} = 2.11$). Overall, librarians in university libraries in Southern Nigeria had much understanding of their job characteristics.

Research Question 3: What is the level of work engagement of librarians in university libraries in Southern Nigeria?

Research question three 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 4.4: Work Engagement of Librarians in University Libraries in Southern Nigeria

I engage myself when.....	Always 6	Very Often 5	Often 4	Sometimes 3	Rarely 2	Almost Never 1	Mean	SD
	F(%)	F(%)	F(%)	F(%)	F(%)	F(%)		
Dedication								
I find the work that I do full of meaning and purpose	290 (57.8)	122 (24.3)	47 (9.4)	25 (5.0)	18 (3.6)	0 (0.0)	5.28	1.06
I am enthusiastic about my job	284 (56.6)	117 (23.3)	55 (11.0)	22 (4.4)	20 (4.0)	1 (0.2)	5.24	1.09
My job inspires me	276 (55.0)	133 (26.5)	46 (9.2)	24 (4.8)	23 (4.4)	1 (0.2)	5.23	1.10
I am proud on the work that I do	288 (57.4)	120 (23.9)	48 (9.6)	21 (4.2)	10 (2.0)	15 (3.0)	5.22	1.20
To me, my job is challenging	156 (31.1)	174 (34.7)	90 (17.9)	60 (12.0)	14 (2.8)	8 (1.6)	4.75	1.19
Average Mean Score = 5.14, SD = 1.13								
Vigour								
When I get up in the morning, I feel like going to work	213 (42.4)	116 (23.1)	93 (18.5)	59 (11.8)	21 (4.2)	0 (0.0)	4.88	1.20
I am very resilient and mentally	156 (31.1)	195 (38.8)	55 (11.0)	44 (8.8)	45 (9.0)	7 (1.4)	4.70	1.31
I feel strong and vigorous	150 (29.9)	153 (30.5)	92 (18.3)	104 (20.7)	2 (0.4)	1 (0.2)	4.68	1.13
I always persevere, even when things do not go well	124 (24.7)	187 (37.3)	92 (18.3)	75 (14.9)	18 (3.6)	6 (1.2)	4.61	1.18
I feel bursting with energy	130 (25.9)	147 (29.3)	72 (14.3)	117 (23.3)	34 (6.8)	2 (0.4)	4.43	1.30
I can continue working for very long periods at a time	126 (25.1)	139 (27.7)	102 (30.3)	83 (16.5)	46 (9.2)	6 (1.2)	4.39	1.32
Average Mean Score = 4.62, SD = 1.24								
Absorption								
I feel happy when I am working intensely	164 (32.7)	138 (27.5)	97 (19.3)	61 (12.2)	28 (5.6)	14 (2.8)	4.61	1.34
I am immersed in my work	160 (31.9)	128 (25.5)	97 (19.3)	68 (13.5)	32 (6.4)	17 (3.4)	4.53	1.40
Time flies when I am working	166 (33.1)	81 (16.1)	114 (22.7)	84 (16.7)	42 (8.4)	15 (3.0)	4.40	1.45
I forget everything else around me	99 (19.7)	115 (22.9)	108 (21.5)	91 (18.1)	67 (13.3)	22 (4.4)	4.04	1.46
I get carried away when I am working	88 (17.5)	117 (23.3)	99 (19.7)	105 (20.9)	71 (14.1)	22 (4.4)	3.96	1.45
It is difficult to detach myself from my job	87 (17.3)	119 (23.7)	105 (20.9)	95 (18.9)	64 (12.7)	32 (6.4)	3.95	1.48
Average Mean Score = 4.25, SD = 1.43								
Overall Average Mean = 4.67, SD = 1.27								

Source: Field Survey, 2018.

From Table 4.4, librarians in university libraries in Southern Nigeria had a very high level of work engagement ($\bar{x} = 4.67$ on the scale of 6); indicating that librarians are often engaged in their various libraries. Dedication was rated very high and the highest in term of average mean score, showing that librarians are often dedicated to their work ($\bar{x} = 5.14$). This was attributed mainly as the work they do was full of meaning and purpose ($\bar{x} = 5.28$). This was followed by feeling enthusiastic about their job ($\bar{x} = 5.24$), closely followed by being inspired by their job ($\bar{x} = 5.23$) and they were proud on the work they do ($\bar{x} = 5.22$) as well as to them, their job is challenging ($\bar{x} = 4.75$).

The librarians also indicated that they often show a very high level of vigour with an average mean score of ($\bar{x} = 4.62$). This was as a result of when they get up in the morning, they feel like going to work ($\bar{x} = 4.88$), followed by being resilient and mentally ($\bar{x} = 4.70$) and feeling strong and vigorous ($\bar{x} = 4.68$) as well as they always persevere, even when things do not go well ($\bar{x} = 4.61$).

The last aspect of work engagement (Absorption) had the lowest average mean score of ($\bar{x} = 4.25$); indicating that librarians sometimes show moderate level of absorption. This was due to the fact that they feel time flies when they are working ($\bar{x} = 4.40$), followed by they forget everything else around them ($\bar{x} = 4.04$) and they get carried away when working ($\bar{x} = 3.96$) as well as it is difficult to detach them from the job ($\bar{x} = 3.95$). By implication, librarians in university libraries in Southern Nigeria showed a very high level of work engagement. This means that the librarians in university libraries in Southern Nigeria were regularly engaged.

Research Question 4: To what extent is organisational citizenship behaviour exhibited among librarians in university libraries in Southern 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 4.5: Organisational Citizenship Behaviour Exhibited by Librarians in University Libraries in Southern 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		
	F(%)	F(%)	F(%)	F(%)	F(%)		
Courtesy							
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 4.5, librarians in university libraries in Southern 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 Southern 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.

4.3 Testing of Research Hypotheses

The following research hypotheses are tested at $\alpha = 0.05$ level of significance

Hypothesis 1: Job characteristics do not significantly influence job burnout of librarians in university libraries in Southern Nigeria.

Table 4.6: Influence of job characteristics on job burnout of librarians in university libraries in Southern Nigeria

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	58.997	6.186		9.536	.000
Job Characteristics	.340	.120	.126	2.838	.005
R = .126^a R² = .016, Adjusted R² = .14, F = 8.053, P = 0.005					
a. Dependent Variable: Job Burnout					

Table 4.6 indicates that job characteristics ($\beta = .126, p < .05$) significantly influenced job burnout of librarians in university libraries in Southern Nigeria. Based on this, the null hypothesis was rejected. The Table reveals that 16% of the variation in the dependent variable (Job Burnout) was accounted for by the independent variables (Job Characteristics) ($t_{(498)} = 2.838, R\text{-squared} = .016, p < .05$). 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 independent variable was a good predictor of job burnout of librarians in university libraries in Southern Nigeria. By implication, job characteristics will reduce the perceptions of job burnout among librarians in university libraries in Southern Nigeria.

Hypothesis 2: Work engagement does not significantly influence job burnout of librarians in university libraries in Southern Nigeria.

Table 4.7: Influence of work engagement on job burnout of librarians in university libraries in Southern Nigeria

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	58.700	4.154		14.131	.000
Work Engagement	.217	.052	.184	4.191	.000

R = .184^a
R² = .034,
Adjusted R² = .32,
F = 17.566,
P = 0.000

a. Dependent Variable: Job Burnout

Table 4.7 reveals that work engagement ($\beta = .184, p < .05$) significantly influenced job burnout of librarians in university libraries in Southern Nigeria. Accordingly, the null hypothesis was rejected. However, 34% of the variation in the dependent variable (Job Burnout) was accounted for by the independent variables (Work engagement) ($t_{(498)} = 4.191, R\text{-squared} = .034, p < .05$). This 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 Southern Nigeria. By implication, engaged librarians are emotionally balanced to exercise their physical abilities without any rigour or interruptions in their assigned routines in the library

Hypothesis 3: Organisational citizenship behaviour has no significant influence on job burnout of librarians in university libraries in Southern Nigeria.

Table 4.8: Influence of Organisational citizenship behaviour on job burnout of librarians in university libraries in Southern 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 4.8 indicates that organisational citizenship behaviour ($\beta = .252, p < .05$) significantly influenced job burnout of librarians in university libraries in Southern 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 Southern Nigeria. By implication, employees with an attribute of organisational citizenship behaviour assist their colleagues with heavy workload to prevent job burnout in the organisation.

Hypothesis 4: Job characteristics, work engagement and organisation citizenship behaviour will not jointly influence job burnout of librarians in university libraries in Southern Nigeria.

Table 4.9: Influence of Job characteristics, work engagement and organisation citizenship behaviour on job burnout of librarians in university libraries in Southern Nigeria

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	74.629	6.631		11.254	.000
Job Characteristics	.002	.135	.001	.014	.989
Work Engagement	.132	.059	.112	2.253	.025
Organisational citizenship Behaviour	.385	.085	.214	4.549	.000

R = .273^a
R² = .074,
Adjusted R² = .069
F = 13.354,
P = 0.000

a. Dependent Variable: Job Burnout

Table 4.9 reveals that the joint effect of job characteristics ($\beta = .001, p > .05$), work engagement ($\beta = .112, p < .05$) and organisational citizenship behaviour ($\beta = .214, p < .05$) has a significant influence on job burnout of librarians in university libraries in Southern Nigeria. Based on this, null hypothesis was rejected. The Table shows that 7% of the variation in the dependent variable (Job Burnout) was accounted for by the three independent variables (job characteristics, work engagement, and organisational citizenship behaviour) ($F_{(3,498)} = 13.354, Adjusted R-squared = .069, p < .05$). The p-value associated with the F-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 Southern Nigeria. The findings further revealed that the standardised coefficient of work engagement and organisational citizenship behaviour significantly contributed more to job burnout of librarians than job characteristics.

4.4.1 Discussion of Findings

This study examined the influence of job characteristics, work engagement and organisational citizenship behaviour on job burnout of librarians in university libraries in Southern Nigeria. The study examined four research questions and four research hypotheses. The findings of the study are discussed as follows:

What is the level of job burnout of librarians in university libraries in Southern Nigeria?

There was a generally low level of job burnout of librarians in university libraries in Southern Nigeria. This finding is supported by Odelia (nd) in a study on job burnout of librarians in academic libraries in Israel which revealed that there was a low level of job burnout among librarians in Israel. However, this is in sharp contrast with the findings of Olalude and Popoola (2013) in a study of job burnout among federal university libraries in Nigeria. According to their findings, librarians experienced high level of job burnout as a result of low morale, negative disposition, absenteeism and expectations not met by the library management. The study concluded that job burnout posed a serious problem that could hamper university libraries' mission and objectives.

The result revealed that (using the mean), librarians sometimes had feeling of exhaustions on a moderate level such as (feeling emotionally drained from work, working with people all day long, feeling the work is breaking them down, feeling frustrated, feeling they work too hard and feeling stressed working in direct contact with people) than the other two indicators of job burnout (Cynicism and Inefficiency). The finding is in line with the study of Maslach (2000) on Maslach burnout inventory questionnaire administered in Israel on the level of job burnout among librarians, revealed that librarians were frustrated and lacked self-fulfilment. However, this finding goes further to support the study of Ahola et al. (2010) in a 10 year longitudinal, revealing that burnout, most especially exhaustion, is very risky for overall survival. The indication from these study shows that psychological effect of burnout may put pressure on librarians and other personnel in the library.

To what extend do librarians in university libraries in Southern Nigeria understand the characteristics of their job?

The findings show that librarians in university libraries in Southern Nigeria had a very much understanding of their job characteristics. It was established that job characteristics serve as a motivating factors for librarians to determine the meaningfulness of their work, the job outcomes and the knowledge of the task results. The respondents also agreed that understanding their job characteristics improves their abilities and sustain them on the job as observed by Nwosu, Akunne and Oguegbe (2013) in a study of job characteristics carried out in Nigeria, showed that the understanding of job characteristics increases employee performance and their responsibility to the organisation.

The study goes further to indicate that the respondents are much aware of their task significance than any of the other four indicators of job characteristics (skill variety, task identity, autonomy and feedback). The result established the fact that the need for librarians to determine their job characteristics are to ascertain the significance of their job and how such character could bring positive organisational outcome to university libraries in Southern Nigeria. This finding is in agreement with the study of Chang and Lee (2006) that, in a commercial organisation, employees are able to understand the significance of their job characteristics. The study further established that job characteristics have significant and positive effects on employees' psychological outcomes such as organisational citizenship behaviour, job satisfaction and organisational commitment.

What is the level of work engagement of librarians in university libraries in Southern Nigeria?

This study revealed a very high level of work engagement among librarians in university libraries in Southern Nigeria. The findings show that the librarians in university libraries in Southern Nigeria were committed, enthusiastic, passionate, avoid being absent from work and exhibited reduced turnover intension to quit the organisation. This finding disagreed with the Towers (2013) on the level of work engagement in volatile global environment, sampled over 32,000 workers, and the findings revealed that about 35% show low level of work engagement. The findings established that the low level of work engagement among workers was as a result of decline in economic development and job burnout.

The result of the findings also shows that the librarians were highly dedicated. It was revealed that librarians find their work full of meaning and purpose, they were enthusiastic about their job, their

job inspires them, they are proud on the work they do and their job challenges them. This slightly supported the work of Oduor (2015), in a study in Kenya which explained that employees have moderate engagement level in most organisations in the country. The study also revealed that psychological well-being is a means of enhancing relationship between employees' engagement and productivity.

To what extent is organisational citizenship behaviour exhibited among librarians in university libraries in Southern Nigeria?

This study indicates that librarians in university libraries in Southern 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.

Influence of job characteristics on job burnout of librarians in university libraries in Southern Nigeria

Hypothesis one revealed a significant influence of job characteristics ($\beta = .126, p < .05$) on job burnout of librarians in university libraries in Southern Nigeria. This finding is similar to the study

of Adebayo and Ezeanya (2010) among health workers in Nigeria, the study examined two indicators of job characteristics (job autonomy and task identity) and the experience of burnout, reported that job burnout has no effect on task identity and job autonomy.

As shown in the literature, job characteristics bring out the functioning ability of librarians and how they can be effectively used to minimise job burnout. To successfully achieve high level of performance for the library, librarians must explicitly identify and understand the importance of job characteristics. Furthermore, expatiating on the three dimensions of job burnout as well as the job characteristics of librarians, job characteristics reduced the contingency of emotional exhaustion, avoiding cynical attitudes and inefficacy. This is similar to the study of Xiaorong and Hui (2016) that job characteristics minimise the cynical attitudes of employees and gives them a sense of responsibility to perform better for the organisation.

Influence of work engagement on job burnout of librarians in university libraries in Southern Nigeria

Hypothesis two indicated that work engagement ($\beta = .184, p < .05$) significantly influenced job burnout of librarians in university libraries in Southern Nigeria. This finding disagreed with the study of Ugwu, Onyishi and Tyoyima (2013) among students in Nigeria universities and reported that academic burnout has negative effect on academic engagement of students. The study showed that when students have loads of assignment, it leads to stress and could as well further lead to burnout.

The findings supported Demerouti, Mostert and Bakker (2010) parading evidence from various segments of research which suggest work engagement has significantly influenced job burnout. The study further explained that emotional exhaustion and vigour are two different constructs and, invariably, exhibit some level of association. The study emphasised that employees must be either burnout or engaged and also, job burnout negatively affect organisational productivity while work engagement is geared towards improving performance and productivity of both the organisation and engaged employees.

Influence of organisational citizenship behaviour on job burnout of librarians in university libraries in Southern Nigeria

Hypothesis three revealed that organisational citizenship behaviour ($\beta = .252, p < .05$) significantly influenced job burnout of librarians in university libraries in Southern 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.

The combined influence of job characteristics, work engagement and organisation citizenship behaviour on job burnout of librarians in university libraries in Southern Nigeria

Hypothesis four shows that job characteristics ($\beta = .001, p > .05$), work engagement ($\beta = .112, p < .05$) and organisational citizenship behaviour ($\beta = .214, p < .05$) jointly influenced Job Burnout of librarians in university libraries in Southern Nigeria. The findings agree with previous literature by Soane, Truss, Alfes, Shantz and Gatenby (2012) that organisational citizenship behaviour, understanding of job characteristics and work engagement are positive outcome of organisational citizenship behaviour due to the fact that employees are not only engulfed by positive psychological and physical enablement, they are also being motivated by the positive organisational outcome. Contrary to this, Bolino, Turnley, Gilstarp and Suazo (2010) had noted that in spite of a positive association between organisational citizenship behaviour and other positive organisation constructs, they could instigate negative result on individual employees such as job burnout and intention to quit. However, the meaningful attitude librarians in university libraries in Southern

Nigeria exhibited have positive outcome on their day-to-day activities and also help them to curtail stress and job burnout.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This study investigated job characteristics, work engagement, organisational citizenship behaviour and job burnout among librarians in university libraries in Southern Nigeria, with a sample size of five hundred and two (502) respondents. In doing this, the study examined the influence among the independent variables (job characteristics, work engagement and organisational citizenship behaviour) and the dependent variable (job burnout). Four research questions and four hypotheses were formulated to undertake the study. The summary, conclusion, recommendations alongside contributions to knowledge and suggestions for further studies are presented below.

5.1 Summary

The study examined the influence of job characteristics, work engagement and organisational citizenship behaviour on job burnout of librarians among university libraries in Southern Nigeria. This study employed survey research design. The study population was 624 librarians in the university libraries in Southern Nigeria using total enumeration (census) technique. Research instrument used was Questionnaire titled: Job Burnout, Job Characteristics, Work Engagement and Organisational Citizenship Behaviour among Librarians in University Libraries in Southern Nigeria. The instrument was validated using Cronbach's alpha test with value ranged from 0.72 to 0.95 and was considered adequate for the study. Data collection was done by means of questionnaire administration which was administered to the respondents in their respective sections within university libraries. Out of 624 copies of questionnaire distributed, 502 copies were returned giving a response rate of 80.4%. Data analysis was done using regression analysis, standard deviation, mean and percentage distributions. The findings of the study revealed as follows:

1. There was low level of job burnout among librarians in university libraries in Southern Nigeria.

2. Librarians in university libraries in Southern Nigeria showed a very much understanding of their job characteristics.
3. There was a very high level of work of engagement among librarians in university libraries in Southern Nigeria.
4. Librarians in university libraries in Southern Nigeria exhibited organisational citizenship behaviour to some extent.
5. There was a statistically significant influence of job characteristics on job burnout of librarians in university libraries in Southern Nigeria.
6. Work engagement significantly influenced job burnout of librarians in university libraries in Southern Nigeria.
7. Organisational citizenship behaviour significantly influenced job burnout of librarians in university libraries in Southern Nigeria.
8. The combined effect of the independent variables: job characteristics, work engagement and organisational citizenship behaviour jointly influenced job burnout of librarians in university libraries in Southern Nigeria.

5.2 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 Southern Nigeria understand their job characteristics and they demonstrated a very high level of work engagement. However, the 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 Southern Nigeria.

5.3 Recommendations

Based on the findings of this study, the following recommendations are made:

1. The study underscored a low level of job burnout of librarians in university libraries in Southern Nigeria. Hence, library management in Southern Nigeria should maintain the current working atmosphere in tandem with ensuring improvement to sustain the good working experience.
2. The study revealed that, in the joint effect of the three independent variables on the dependent variable, job characteristics has little contribution regarding job burnout among librarians in university libraries in Southern Nigeria. Therefore, the librarians should give adequate attention to understanding their job characteristics.
3. The study indicated a very high level of work engagement among librarians in university libraries in Southern Nigeria. Thus the librarians in university libraries in Southern Nigeria should be encouraged by the library management to maintain good work engagement practice.
4. The study indicated a relatively low organisational citizenship behaviour among librarians in university libraries in Southern Nigeria. The librarians should be encouraged by the library management to cultivate the practice of organisational citizenship behaviour.
5. Training towards improving librarians' organisational citizenship behaviour, work engagement, understanding their job characteristics to prevent job burnout should be organised by the library management.

5.4 Contribution to Knowledge

This study has made important contributions to knowledge in the following ways:

1. The conceptual model of this study has furnished a sound basis for understanding and explaining job characteristics, work engagement, organisational citizenship behaviour and how they influence job burnout.

2. Existing literature suggests that little was known about influence of job characteristics, work engagement and organisational citizenship behaviour on job burnout of librarians among university libraries, hence this study has contributed to existing knowledge by showing that job characteristics, work engagement and organisational citizenship behaviour are critical factors that significantly influence job burnout of librarians in university libraries in Southern Nigeria.
3. The study established that work engagement and organisational citizenship behaviour relatively contribute more to the prediction of job burnout among librarians in Southern Nigeria.
4. The study provided a guide, development and implementation of policies that will guard against job burnout. It has provided a perspective that will assist employees of universities and other higher institutions to understand their job characteristics, know their level of work engagement and the extent to which they exhibit organisational citizenship behaviour.
5. Little was known about librarians in university libraries in Nigeria in terms of job characteristics, work engagement and organisational citizenship behaviour prior to this study, hence one of its major contribution to knowledge is that it exposed the librarians' understanding their job characteristics, knowing the level of work engagement and their exhibited organisational citizenship behaviour in university libraries in Southern Nigeria.

5.5 Suggestion for Further Studies

The following areas of studies are suggested for further research as this study could not cover all variables influencing job burnout:

1. Although attempt has been made in this study to establish the job characteristics, work engagement, organisational citizenship behaviour and job burnout of

librarians in university libraries in Southern Nigeria, further study could be done in other geo-political zones of the country.

2. Studies could be expanded to incorporate more variables such as: leadership style, job satisfaction, organisational commitment, workaholism, work craving, personality trait, turnover intention, optimism and absenteeism as predictors of job burnout. Further studies could also be conducted among librarians in Southern Nigeria.
3. A similar study could be conducted in other sectors of the economy on job characteristics, work engagement, organisational citizenship behaviour and job burnout.
4. A related study can be conducted among librarians on how the use of information and communication technology could be enlisted to address job burnout among librarians.

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Appendix i

Job Burnout, Job Characteristics, Work Engagement and Organisational Citizenship Behaviour of Librarians Questionnaire

Dear Respondent,

I am a Postgraduate student of Babcock University, undertaking a research on the above topic. This is in partial fulfilment of the requirement for the award of Doctor of Philosophy Degree in Information Resources Management.

Kindly respond to the questions honestly. Your response will be treated with utmost confidentiality. All responses will be used purely for academic purposes and for a successful completion of the study.

Thanks for your co-operation

Akinola, Adeyemi A.

Section A: Demographic Information

Instruction: please answer the statements below by ticking (√) the option which best describes your agreement.

1. Name of the university.....
2. Gender: Male () Female ()
3. Marital status: Single () Married () Divorced () Widowed ()
4. Age: Below 30 () 31-40 () 41-50 () 51-60 () Above 60 ()
5. Educational Qualification: BSc/BA () BLIS/BIRM () MSc/MA () MLIS/MIRM ()
PhD ()
6. Designation: Assistant Librarian () Librarian II () Librarian I () Senior Librarian
() Principal Librarian () Deputy University Librarian () University Librarian ()
7. Length of service: Below 6 years () 6-10 years () 11-15 years () 16-20 years () 21-25
years () 26-30 years () above 30 years ()

Section B: Job Burnout Questionnaire

1. What is the level of job burnout of librarians in university libraries in Southern Nigeria?

Instruction: please answer the statements below by ticking (√) the option which best describes your agreement with the level of your job burnout, using the following scale: **Always-6; Very Often-5; Often-4; Sometimes-3; Rarely-2; Almost Never-1**

S/N	I experience job burnout when.....	Always 6	Very Often 5	Often 4	Some times 3	Rarely 2	Almost Never 1
	Exhaustion						
1	I feel emotionally drained from my work.						
2	Working with people all day long requires a great deal of effort.						
3	I feel like my work is breaking me down.						
4	I feel frustrated by my work.						
5	I feel I work too hard at my job.						
6	It stresses me too much to work in direct contact with people.						
	Cynicism						
7	I feel I look after certain users impersonally, as if they are objects.						
8	I feel tired getting up in the morning and have to face another day at work.						
9	I have the impression that my users make me responsible for some of their problems.						
10	I feel my inconsistency determines the end result of my work and relationship with my users.						
11	I really do not care about what happens to some of my users.						
12	I have become more insensitive to people since I have been working.						
13	I am afraid that this job is making me uncaring.						
	Inefficacy						
14	I achieve less than what I should						
15	My thinking process is slow						
16	I doubt the significance of my work.						
17	I feel like I am at the end of my rope.						
18	I do not get the desired results						
19	I feel I am unprofessional in carrying out my daily routines						

Section C: Job Characteristics Questionnaire

2. To what extent do librarians in university libraries in Southern Nigeria understand the characteristics of their job?

Instruction: please answer the statements below by ticking (√) the option which best describes your agreement with the characteristics of your job, using the following scale: **Very Much -3; Moderate -2; Very Little -1**

S/N	I understand that.....	Very Much 3	Moderate 2	Very Little 1
	Skill Variety			
1	My job involves a great deal of skills			
2	My job involves doing different activities			
3	My job requires different skills for a wide range of tasks.			
	Task Significance			
4	The results of my work is likely to influence the library performance.			
5	My job itself is very significant and important to the library users.			
6	My job has a large impact on staff within the library.			
7	My work has a significant impact on people outside the library.			
	Task Identity			
8	My job allows me to understand the meaningfulness and the importance of the job.			
9	My job is arranged so that I can do an entire piece of work.			
10	My job involves completing a piece of work that has an obvious beginning and end.			
	Autonomy			
11	My job allows me to make my own decisions about how to schedule my work.			
12	My job allows me to decide on the order in which things are done on the job.			
13	The job gives me a chance to use my personal initiative or judgment in carrying out the work			
14	My job allows me to make decisions about what methods I use to complete my work			
15	My job gives me considerable opportunity for independence and freedom on how I do the work			
16	My job gives me control over the pace of my work			
	Feedback			
17	My work activities provide direct and clear information about the effectiveness (e.g., quality and quantity) of my job performance			
18	My job itself provides feedback on my performance			
19	My job itself provides me with information about my performance			
20	My job provides feedback from my supervisor on how well I am doing			
21	The extent of feedback I receive from individuals than my supervisor (s)			

Section D: Work Engagement Questionnaire

3. What is the level of work engagement of librarians in university libraries in Southern Nigeria?

Instruction: Using the scale below as a guide, please answer the statements below by ticking (√) the option which best describes your agreement with the level of your work engagement, using the following Scale: **Always-6; Very Often-5; Often-4; Sometimes-3; Rarely-2; Almost Never-1**

S/N	I engage myself when.....	Always 6	Very Often 5	Often 4	Some times 3	Rarely 2	Almost Never 1
	Vigour						
1	I feel bursting with energy						
2	I feel strong and vigorous						
3	I get up in the morning and I feel like going to work						
4	I can continue working for very long periods at a time						
5	I am very resilient and mentally						
6	I always persevere, even when things do not go well						
	Dedication						
7	I find the work that I do full of meaning and purpose						
8	I am enthusiastic about my job						
9	My job inspires me						
10	I am proud on the work that I do						
11	my job is challenging						
	Absorption						
12	Time flies when I am working						
13	I forget everything else around me						
14	I feel happy and I am working intensely						
15	I am immersed in my work						
16	I get carried away when I am working						
17	It is difficult to detach myself from my job						

Section E: Organisational Citizenship Behaviour Questionnaire

1. To what extent is organisational citizenship behaviour exhibited among librarians in university libraries in Southern Nigeria?

Instruction: Using the scale below as a guide, please answer the statements below by ticking (√) the option which best describes your agreement with the level of your citizenship behaviour, using the following Scale: **Very High Extent-5; High Extent-4; Some Extent-3; Low Extent-2; Very Low Extent-1**

S/N	I exhibit organisational citizenship behaviour when.....	Very High Extent 5	High Extent 4	Some Extent 3	Low Extent 2	Very Low Extent 1
	Altruism					
1	I help others who have heavy work load.					
2	I am always ready to lend a helping hand to those around me.					
3	I help others who have been absent.					
4	I willingly help others who have work related problems.					
5	I help orient new employees even though it is not required.					
	Conscientiousness					
6	My attendance at work is above the norm.					
7	I do not take extra breaks.					
8	I obey library's rules and regulations even when no one is watching.					
9	I am one of the most conscientious employees.					
	Sportsmanship					
10	I am the classic "squeaky wheel" that always needs greasing.					
11	I consume a lot of time complaining about trivial matters.					
12	I tend to make "mountains out of molehills".					
13	I always focus on what's wrong, rather than the positive side.					
	Courtesy					
14	I try to avoid creating problems for co-workers.					
15	I consider the impact of my actions on co-workers.					
16	I do not abuse the rights of others.					
17	I take steps to prevent problems with other workers.					
	Civic Virtue					
18	I keep abreast of changes in the organization.					
19	I attend functions that are not required, but help the library's image.					
20	I read and keep up with organization announcements, memos, and so on.					

Appendix ii

VALIDATION OF INSTRUMENT

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	31	100.0
	Excluded ^a	0	.0
	Total	31	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.919	19

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	31	100.0
	Excluded ^a	0	.0
	Total	31	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.719	21

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	31	100.0
	Excluded ^a	0	.0
	Total	31	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.955	17

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	31	100.0
	Excluded ^a	0	.0
	Total	31	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.733	20

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	31	100.0
	Excluded ^a	0	.0
	Total	31	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.847	77

Appendix iii

COMPUTER OUTPUT OF HYPOTHESE

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.126 ^a	.016	.014	16.78501
a. Predictors: (Constant), Job Characteristics				

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2268.862	1	2268.862	8.053	.005 ^b
	Residual	140868.198	500	281.736		
	Total	143137.060	501			
a. Dependent Variable: Job Burnout						
b. Predictors: (Constant), Job Characteristics						

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	58.997	6.186		9.536	.000
	Job Characteristics	.340	.120	.126	2.838	.005
a. Dependent Variable: Job Burnout						

$R^2=0.016, F=8.053, p = 0.005$

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.184 ^a	.034	.032	16.63004
a. Predictors: (Constant), Work Engagement				

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4858.024	1	4858.024	17.566	.000 ^b
	Residual	138279.035	500	276.558		
	Total	143137.060	501			
a. Dependent Variable: Job Burnout						
b. Predictors: (Constant), Work Engagement						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	58.700	4.154		14.131	.000
	Work Engagement	.217	.052	.184	4.191	.000
a. Dependent Variable: Job Burnout						

$R^2=0.034$, $F= 17.566$, $p = 0.000$

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.252 ^a	.063	.061	16.37500
a. Predictors: (Constant), Organisational citizenship Behaviour				

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9066.728	1	9066.728	33.813	.000 ^b
	Residual	134070.332	500	268.141		
	Total	143137.060	501			
a. Dependent Variable: Job Burnout						
b. Predictors: (Constant), Organisational citizenship Behaviour						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	68.288	4.653		14.678	.000
	Organisational citizenship Behaviour	.453	.078	.252	5.815	.000
a. Dependent Variable: Job Burnout						

$R^2 = 0.063$, $F = 33.813$, $p = 0.000$

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.273 ^a	.074	.069	16.31022
a. Predictors: (Constant), Organisational citizenship Behaviour , Work Engagement, Job Characteristics				

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10657.421	3	3552.474	13.354	.000 ^b
Residual	132479.639	498	266.023		
Total	143137.060	501			

a. Dependent Variable: Job Burnout

b. Predictors: (Constant), Organisational citizenship Behaviour , Work Engagement, Job Characteristics

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	74.629	6.631		11.254	.000
	Job Characteristics	.002	.135	.001	.014	.989
	Work Engagement	.132	.059	.112	2.253	.025
	Organisational citizenship Behaviour	.385	.085	.214	4.549	.000

a. Dependent Variable: Job Burnout

$R^2 = 0.063$, $F = 13.354$, $p = 0.000$