

INFLUENCE OF ORGANISATIONAL SUPPORT ON LIBRARIANS' PRODUCTIVITY IN PUBLIC LIBRARIES IN SOUTH-WEST, NIGERIA

Ogunbote, Kehinde Olubunmi

Department of Information Resources Management, Babcock University

&

Unegbu, Vincent Enyeribe

Department of Information Resources Management, Babcock University

Abstract

Library contributes to academic advancement of any higher institution especially in the area of teaching, learning, and research and community service. Librarians are considered as academic staff and their productivity is measured in a similar way as other academic staff in the institution. Librarians' productivity in public polytechnics has been challenged with the issue of low productivity which could be attributed to poor job conditions, unfair treatment of staff and inadequate training and reward as expected. The study was set to investigate the influence of organisational support on librarians' productivity. The study was conducted among 214 librarians in public polytechnic libraries in six (6) States in South-West Nigeria. Survey research design was adopted with a self-structured questionnaire. The research questions were analysed with descriptive statistics while the hypotheses were analysed using regression analysis. The findings revealed that supervisor support contributed greatly to organisational support $t(x = 3.34, SD = 0.49)$. The study revealed that organisational support has a positive and significant influence on librarian's productivity ($\beta=0.384, t(170)=5.442, p=0.000$) while supervisor support ($Beta = .200, t(174) = 2.592, p = 0.000$) and organisational rewards ($Beta = .300, t(174) = 3.881, p = 0.000$) were the organisational support factors that positively influenced the variable. In conclusion, Librarians' productivity can be enhanced while ensuring adequate supervisor support and organisational reward for staff in public polytechnics. The study recommends that the government and management of public polytechnics should provide good working conditions for the librarians with improved organisational rewards to enhance librarians' productivity in public polytechnics in South-West Nigeria.

Keywords: Organisational Support, Librarians' Productivity, Public Polytechnics, Public Polytechnic Libraries

Introduction

Productivity is a product of conscious actions by an individual or organization to achieve a set goal and objective. More precisely, productivity is a measure that indicates how well essential resources are used to accomplish specified objectives in terms of quantity and quality, within a given period. Academic productivity is critical and of utmost importance to the existence, growth and competitive advantage of any educational institution of higher learning in the world as a whole, and Nigeria in

particular. Generally, academic staff productivity had before now, been exclusively limited to the domain of the three core areas that have direct impact on the career of an academic staff. These are research, teaching and community service. Igbojekwe and Ugo-Okoro (2015) submits that academic productivity can be measured using administrative, motivational, development and productivity improvement parameters.

In essence, academic staff productivity involves assessing the contribution of the individual staff towards the attainment of the institutions overall goal during a specific period of assessment. Librarians are academic staff in any institution and their productivity is measured in similar way with other academic staff within the institution such as the lecturers and research fellows. In addition to research, teaching and community service, librarians' productivity also entails providing current and relevant educational resources in the library that would encourage an increase in research publications of faculty members and librarians themselves and production of innovative research works in the institution that would attract grants from both local and international organizations. This helps in promoting the image, status and ranking of the institution (Yaya, Uzohue & Akintayo, 2016). Librarians productivity is thus seen in their contributions to their institutions research output and general information and recreational resources provision. Adequate library services will in turn drive library use acts by various categories of the institution's community members.

Saka and Haruna (2013) described librarians' job productivity as involving cataloguing and classification of materials, provision of reference services, charging, and discharging of materials to users. Thus, each job performed by a librarian has its input in the collective information services provided to library users and others in the community. It can also be said that Librarians' productivity is encapsulated in their competencies in the selection of information materials, ordering, acquisition and circulation of information resources, cataloguing and classification, bibliographic services, interlibrary loan services, document delivery services, users' education, preparing online public access catalogue, provision of online and offline reference services, and digitization of information resources. Librarians' productivity, therefore, involves the processes of providing current and relevant

educational resources that would encourage an increase in paper publications among academic members and librarians themselves, as well as innovative research works that would attract grants from local and international organizations.

In the library, productivity is seen as a ratio of how well the librarians have been able to convert input resources into goods and services. Hence, the quality of services offered to their users is of high importance in ascertaining librarians' job productivity. Bosede (2015) reasoned that libraries form a vital part of the world's system of education and information storage and retrieval. They make available knowledge accumulated through the ages. Therefore, for libraries to achieve their objectives, they require human resources made up of individuals with various intellectual competencies that can enhance their productivity. The duties and functions of a librarian may vary considerably depending on the size and type of library. However, regardless of the type of library, librarians have the primary responsibilities of demonstrating a high level of productivity for them to remain relevant in their institution of primary employment. Unfortunately, literature points to low productivity of librarians in Nigeria. Okonedo and Popoola (2012) found that despite motivation of librarians, their productivity was low. Adeniji, Babalola and Adeniji (2012) corroborated the findings of Okonedo and Popoola (2012) when they posited that the level of productivity in Nigerian libraries is low. Librarians' productivity cannot be accomplished without the conscious effort of the organisation to provide the support needed.

Organisational support refers to assistance such as organizational rewards, favourable job conditions, fairness and supervisor support given to librarians by their polytechnic library management to enhance their well-being. These are factors which could influence their productivity in the public polytechnics in South-West of

Nigeria. It has been contended that organizational support will lead to job satisfaction, high commitment, and high employees' productivity (Sungu, Weng & Kitule, 2019). Also, organizational support could invigorate employees to exact strength that will enhance their productivity (Meyers, Adams, & Sekaja, 2019). Owusu (2014) identified three common antecedents of organizational support and they are fairness, supervisor support, organizational rewards and job conditions. He established that when an employee feels they are receiving fair treatment compared to other workers, they perceive more support that influences positively their organizational behaviour. Rewards and job condition are also established to influence the worker's behaviour positively.

Polytechnic libraries are classified as academic libraries, whose major obligation includes catering for the information needs of the community, through the provision of reading materials for the various programmes of the institution. Polytechnic libraries' productivity is dependent on librarians' productivity with regard to information service provision. Librarians in the Polytechnics must strive to maintain a high level of productivity through a commitment to duties while organizational support and administrative effectiveness should be seen as the enabling environment for the librarian's productivity at the Polytechnics. The current study will be conducted in the six states in South-Western Nigeria (i.e Ekiti, Lagos, Ogun, Ondo, Osun, and Oyo). Each of these states has a minimum of two public Polytechnics where librarians are employed to provide information services and other critical services for the advancement of technical knowledge at this level of education.

Statement of the Problem

Librarian's productivity remains an important index in predicting probable success or failure of any Polytechnic Library. Librarians render services like specialized services that include bibliographic services,

cataloguing and classification and reference services to users and in like vane can be used to measure the productivity of librarians. However, preliminary investigation, literature and researcher's observation revealed low productivity among librarians in polytechnics in the South-West, Nigeria which could be attributed to inadequate funding for training and acquisition of information resources, obsolete library materials, limited reading space and lack of professional librarians to provide services to their clientele. These factors had manifested in librarian's low motivation and in turn, poor library services productivity (Fabiya, 2021). It is therefore expected that when librarians receive organisational support they will possibly improve their productivity. Therefore, the study investigated the influence of organisational supports on librarian's productivity.

Aim and Objectives of the Study

The main aim of this study was to investigate the influence of Organizational Support on librarians' productivity in public polytechnic libraries in South-West, Nigeria. The specific objectives are to:

1. ascertain the extent of organizational support enjoyed by librarians in public polytechnic libraries in South-West, Nigeria;
2. establish the influence of organizational support factors on librarians' productivity in public polytechnics in South-West, Nigeria;

Research Question

What is the extent of organizational support enjoyed by librarians in public polytechnic libraries in South-West, Nigeria?

Hypothesis

The hypothesis will be tested at 0.05 level of significance:

Ho1. Organizational support does not significantly influence librarians' productivity in public polytechnic libraries in South-West, Nigeria.

Scope of the Study

The study focused on the interaction between organizational supports on librarians' productivity in South-West, Nigeria. The study was conducted among librarians in Public polytechnics in South-West, Nigeria while non-librarians were excluded in the study. The study was limited to only public Polytechnic Libraries in the South-West geopolitical zone of Nigeria. Librarians' productivity in this study was measured based on the services provided by the librarians in using cataloguing and classification, Reference services and Collection development. Also, the study examined organizational support from the perspective of librarians' perception of Organizational Rewards, fairness, Job Conditions and Supervisor Support.

Literature Review

Organizational Support and Productivity

There is abundant research on organizational support. In a study by Lee and Peccei (2011) titled discriminant validity and interaction between perceived organizational support and perception of organizational politics found that there is an affective commitment between organizational citizenship behaviour and employee behaviour. In the same vein, Tang and Hu (2017), in their study on the effect of perceived organizational support on the job satisfaction of middle school teachers, found that professional commitment greatly influenced employee's attitude. The productivity of the human capital within an organization dictates whether organizational success or organizational failure would occur (Robbins et al., 2016). Lesabe and Nkosi (2007) emphasized that an organization cannot perform successfully in today's highly competitive world without employees who are committed to its objectives and strategic goals. Organizations thus need to realize that if employees are managed appropriately and effectively, then success is inevitable (Hellriegel et al., 2004). Lazarus and Lawler (2012) established the manner in which employees are treated and maintained has a

direct impact on the continued competitiveness and even existence of any organization. This is particularly vital due to the fact that skilled and competent employees are scarce, and there is an acknowledged 'global war for talent' (Beechler & Woodward, 2009). Effectively, attracting, developing, managing, motivating and retaining committed employees has become a critical success factor for sustained organizational productivity (Spagnoli & Caetano, 2012).

Eisenberger, Huntington, Hutchinson and Sowa (1986 cited in Tromp et al., 2010) state that monetary compensation has been found to be the main reason why people work. However, in addition to this they found factors such as fulfilment of social and emotional needs such as feeling rewarded and recognized, play a critical role in the individual's intention to leave or to stay with an organization. Organizational commitment and perceived organizational support are according to Hussain and Asif (2012), the key characteristics of organizational behaviour toward employees. They state that increased levels of organizational commitment amongst employees' drives and shapes an organization's culture which promotes a sense of belonging and ownership amongst employees, leaving them feeling satisfied, loyal and productive. Perceived organizational support is defined as an individual's mind-set or global belief about the extent to which their organization values their contributions and cares about their general well-being (Eisenberger et al., 2004). Perceived organizational support is also valued as the assurance that assistance will be readily available from the organization when help is needed to carry out one's job effectively or to deal with stressful situations (Rhoades & Eisenberger, 2002).

Goulder (1960) cited in Rhoades and Eisenberger (2002) argues that employees are likely to perceive organizations as supportive if they sense a particular attachment and acknowledgement from the organization to

the employee. Eisenberger et al. (1986) hold the belief that organizational support help employees determine whether the organization will satisfy their socio-emotional needs for affiliation, approval, and esteem and whether the organization will reward them for increased work effort and productivity. It is important to note that these beliefs according to Aselage and Eisenberger (2003) stem from the employee's subjective perceptions and thus the process seems to be more informal than formal. The researchers purport that perceived organizational support is seen as an individual-level concept.

Rhoades and Eisenberger (2002) sees organisational support as it relating to employee attitudes, well-being, job satisfaction, affective commitment, job productivity, positive mood, fairness, organizational rewards, morale and motivation. Furthermore, they assert that perceived organizational support creates a better environment as well as a more manageable and healthier culture. Moreover, perceived organizational support helps to meet employees' need of stability and commitment. This in turn, makes employees more cognizant of the importance to remain loyal and dedicated to the organization. Perceived organizational support began in 1986 and the original leading pioneer behind the study of perceived organizational support is Eisenberger. Eisenberger and colleagues' (1986) define perceived organizational support as the perception that the organization cares about employee wellbeing and values employee contributions. This definition incorporates two dimensions: (i) a sense that the organization values employees' contributions is underpinned by productivity-reward expectancies and (ii) a perception that the organization cares about employee well-being is underpinned by the need for fulfilment of socio-emotional needs at work (Rhoades & Eisenberger, 2002). Accordingly, organizational researchers argue that within the employer-employee relationship, not only are impersonal resources such as money, services, and

information exchanged, but also socio-emotional resources such as approval, respect and support (Eisenberger, et al, 2001) which contributes towards employees' perception of organizational support (Eisenberger et al., 1986).

Eisenberger, Stinglhamber and Vandenberghe (2002) examined perceived supervisor support, contributions to perceived organizational support and employee retention and found that the employees are drawn from a variety of organizations. They also found out that Perceived Supervisor Support (PSS) was positively related to temporal change in Perceived Organizational Support (POS) suggesting that PSS leads to POS. They established that, with 300 retail sales employees, the PSS-POS relationship increased with perceived supervisor status in the organization. Also, found, with 493 retail sales employees, was evidence consistent with the view that POS completely mediated a negative relationship between PSS and employee turnover. Scholars have found, through empirical research, that sense of organization support also had a positive relationship with employees' positive emotion, organizational trust (Liu, 2018), organization-based self-esteem, organizational identity (Fu et al., 2010; Wang & Sun, 2011; He & Pham, 2014).

The sense of organizational support can also effectively reduce employee turnover tendency (Dawley, et al., 2010; McCarthy, et al., 2013; Joo et al., 2015), it relieves role pressures such as role blurring and conflicts (McCarthy, et al., 2013). Wang, et al. (2017) documented a positive correlation between perceived organizational support and perceived professional benefits through a survey questionnaire of 444 nurses of 17 hospitals in the Hunan province of China. In a related study, Wei and Mao (2018) found that perceived organizational support had a significantly positive impact on regulatory emotional self-efficacy among 274 research staff. Gao and Yan (2018) perceived that

organizational support had a significantly positive impact on the entrepreneurial passion of science and technology personnel to leave their jobs through a survey of 297 research staff in Beijing, China. Eisenberger and Stinglhamber (2011) stated that the results of positive behaviors of organizational support help organizations achieve their goals. These positive behavioral outcomes include reduction of withdrawal behaviour and workplace deviant behaviour, creativity and innovation, more safety-related activities, and easier acceptance of information technologies, increased customer service.

Shoss et al. (2013) found that a low sense of organizational support increased employees' anti-productive behavior and reduced intra-role productivity and out-of-role productivity. Kurtessis et al.'s (2017) meta-analysis showed that the outcome variables of perceived organizational support mainly included employee service to organization and work, employee productivity, and happiness. There are several kinds of support needed by employers in their workplace. This ranges from words to actions as well as tangible to intangible. Wongboonsin, et al, (2018) reported that support can be condensed into two broad categories which include, emotional and instrumental. Emotional support incorporates empathy, encouragement, concern, affection, social companionship, expressive support. It is also the kind of support that occurs when one employee supports another to induce positive feelings through act of showing concern, respect and trust, or listening understandingly in the workplace. This kind of support is evident in supervisor-employee and co-worker – employee support. Instrumental support on the other hand, is practical tangible support ranging from task-directed helping meaning, when an individual helps another to solve a problem or accomplish a difficult task to supervisors or co-worker mentoring. Instrumental support may come in the form of financial,

physical, informational and mental support (Obst, et al, 2019).

In a typical workplace in Nigeria, including, the public polytechnic libraries, workers spend a minimum 40 hours a week from Monday-Friday (Olorunsola & Ibegbulam, 2003). Employees spend a considerable portion of their time with their co-workers, supervisors, subordinates, clients in the workplace more than they spend time with their families at home (Jegade & Ola-Olorun, 2017). In this case, what happens within the hours spent at work is imperative in shaping employees' attitudes and behaviours at workplace. Employees, including library personnel at one point or the other need support from their supervisors, co-workers and upper management officers. (Reynolds & Helfers, 2018). Support in the workplace is seen as a germane characteristic of successful employee-employer relationship. In fact, employees can be more prone to support their organization in achieving its goals and objectives, if they perceive that their well-being is being catered for and their contributions are appreciated in the organization (Adegbaye, 2020).

Scholars have investigated what constitutes low productivity among workers in different organizations (Ajala, 2012; Dost, Rehman & Tariq, 2012; Suleiman, 2013; Yamoah, 2013; Ali et al, 2013). Such include inadequate attention to basic needs by the organization as well as feelings of being marginalized, unfair treatment; irregular and non-payment of salaries and wages, lack of working tools, uncomfortable office design and preferential treatment within the organization. Scholars have also lamented that there is generally low level of productivity in most public university libraries in Nigeria (Babalola & Nwalo, 2013). The productivity of academic staff differs from one person to another. These differences may not be connected to the motivating factors use in the university ranging from welfare scheme, health scheme and promotion criteria or productivity appraisal (Abdulkareem, 2015). Different

authors have highlighted various areas in which productivity of academic staff can be assessed. They emphasized that lecturers undergo higher education qualification programmes and published in accredited journals, textbooks, articles, documents and service to the community as these provide basis for their promotion. Thus when lecturer's skills are developed through various programmes such as seminars, workshops, mentoring, further education, induction courses and establishment of adequate reference libraries, their productivity is enhanced, as well as that of the institutions (Peretomode & Chukwuma, 2012).

Low productivity is generally observed as a major problem that presently thrives in many organizations, particularly in developing countries. Some scholars like Ajala, (2012); Dost et al., (2012); Suleiman, (2013); Yamoah, (2013) and Yassin et al., (2013), investigated what constitutes low productivity among workers in different organizations. The results of their findings showed that majority of the employees had issues with their organizations ranging from the perceived problem of inadequate attention to their basic needs by the organization, to feelings of being marginalized, and unfair treatment by their employers. Some employees' productivity problems are within the work environment such as irregular and non-payment of salaries and wages, lack of working tools, uncomfortable office design and preferential treatment of some set of employees at the expense of other members of staff in the organization while some had attitudinal issues which greatly affected their productivity.

Methodology

The study employed the survey research design. The survey research design was considered appropriate because it helps to collect primary data from a large audience using the questionnaire as an instrument. Besides, the choice of this design is to be able to collect sufficient data that can be used to establish the influence of the independent variable organizational support on the dependent variable librarians' productivity.

The study population comprised 214 librarians in the 20 public polytechnic libraries in South-West geographical zone of Nigeria consisting of six federal and fourteen state owned polytechnics.

The total enumeration technique was used to recruit the entire 214 Librarians and Library Officers in the public polytechnic libraries in South-West, Nigeria. A total enumeration is a complete enumeration of all items in the 'population' and it can be presumed that in such an inquiry, when all items are covered, no element of chance is left and highest accuracy is obtained.

Data Presentation and Interpretation

Response Rate

Out of the 214 copies of questionnaire handed out to the study participants, 173 were returned. This resulted in 81% response rate.

Research Question One: What is the extent of organizational support enjoyed by librarians in public polytechnic libraries in South-West, Nigeria?

Data collected on research question three was analysed using descriptive statistics.

Table 1 *Descriptive Statistics for Organizational Support*

Organizational Support	Very High	High	Low	Very Low	Mean	SD
The extent to which ...						
Supervisor Support					3.34	.49
Your supervisor acknowledges good performance is	72(41.6)	97(56.1)	2(1.2)	2(1.2)	3.40	.58
Your well-being is of concern to your supervisor is	71(41.0)	99(57.2)	1(.6)	2(1.2)	3.39	.57
Your supervisor values my contributions is	73(42.2)	98(56.6)	2(1.2)		3.37	.55
Your supervisor appreciates any extra effort from you is	70(40.5)	96(55.5)	3(1.7)	4(2.3)	3.32	.63
Your supervisor displays great concerns is	55(31.8)	112(64.7)	4(2.3)	2(1.2)	3.31	.59
Fairness					3.13	.51
The library notices and appreciates your effort is	49(28.3)	115(66.5)	6(3.5)	3(1.7)	3.23	.61
The library considers and processes your opinions is	50(28.9)	113(65.3)	5(2.9)	5(2.9)	3.23	.68
The library management strongly support your goals and values is	48(27.7)	115(66.5)	5(2.9)	5(2.9)	3.22	.66
The library will pardon an honest mistakes on your part is	39(22.5)	124(71.7)	6(3.5)	4(2.3)	3.17	.65
The library always responds to any complaints/observation from you is	42(24.3)	117(67.6)	8(4.6)	6(3.5)	3.13	.67
The library management never takes advantage of you is	45(26.0)	102(59.0)	20(11.6)	6(3.5)	3.08	.75
Library management is available when you have a challenge is	35(20.2)	120(69.4)	13(7.5)	5(2.9)	3.06	.66
Organizational Rewards					3.07	.44
The library takes pride in your accomplishment at work is	41(23.7)	128(74.0)	4(2.3)	()	3.22	.47
The library cares about your general satisfaction at work is	38(22.0)	126(72.8)	8(4.6)	1(.6)	3.15	.53
The library is willing to help you when you need a special favour is	39(22.5)	125(72.3)	4(2.3)	5(2.9)	3.14	.61
the library would not hire someone to replace you is	46(26.6)	82(47.4)	32(18.5)	13(7.5)	2.83	.96
Job Conditions					2.93	.61
The library management tries to make your job as interesting as possible is	48(27.7)	116(67.1)	6(3.5)	3(1.7)	3.23	.61
The library is willing to offer assistance to help you perform your job is	36(20.8)	119(68.8)	10(5.8)	8(4.6)	3.04	.72
The library would grant a reasonable request for a change in your working conditions is	25(14.5)	120(69.4)	19(11.0)	9(5.2)	2.90	.79
The library sponsors you to attend conferences and workshops is	29(16.8)	87(50.3)	34(19.7)	23(13.3)	2.67	.94
Organization Support (Weighted Mean = 3.12, Standard Deviation = 0.42)						

Source: Authors computation (2022)

Decision Rule: If mean is ≤ 1.49 = Very Low; 1.5 to 2.49=Low; 2.5 to 3.49 = High; 3.5 to 4 = Very High. Criterion Mean = 2.5.

Table 1 presents the results of a descriptive statistics for organizational support. The result shows a high extent of organizational support for librarians in public polytechnic libraries in South-West, Nigeria, with mean score of 3.12. Organizational support was operationalized using job conditions, supervisor support, fairness and

organizational rewards. The analysis reveal that supervisor support sub-scale had a weighted mean score of $\bar{x}=3.34$, $SD=0.49$, with all of its items falling above the criterion mean of 2.5. This signifies that supervisor highly acknowledges good performance of Librarians ($\bar{x}=3.40$), highly recognizes the well-being of Librarians ($\bar{x}=3.39$), Librarians contributions are highly valued ($\bar{x}=3.37$), Librarians extra efforts are well appreciated ($\bar{x}=3.32$) and management displays great concerns to librarians ($\bar{x}=3.31$). By implication, librarians in public polytechnic libraries in South-West, Nigeria enjoy high extent of supervisors' support. This implies that supervisors highly acknowledge the good performance of librarians and concern with the wellbeing of the Librarians.

Librarians are treated in fairness with a weighted mean of $\bar{x}=3.13$, $SD=0.51$, most of the items responded to attracted high mean scores. Librarians efforts are being noticed and appreciated by the management the highest mean ($\bar{x}=4.13$). While the one on 'Library management is available when you have a challenge ($\bar{x}=3.06$)' attracted the lowest mean score, though greater than the criterion mean. This means that librarians in public polytechnic libraries in South-West, Nigeria are treated in fairness. Furthermore, the finding revealed that the level of organizational reward is high ($\bar{x}=3.07$, $SD=0.44$) in the public polytechnic libraries

in South-West, Nigeria with all of the research items having a high mean score. This signifies that the extent to which public polytechnic libraries in South-West, Nigeria takes pride in the job accomplishment of Librarians is high ($\bar{x}=3.22$), Librarians are generally satisfied with their work ($\bar{x}=3.15$), the managements are willing to help Librarians when they need a special favour ($\bar{x}=3.14$), and would retain the services of Librarians ($\bar{x}=2.83$) are high. In overall, the average score for organizational reward is high indicating there are organizational rewards are available for Librarians in public polytechnic libraries in South-West, Nigeria.

Similarly, job conditions in public polytechnic libraries in South-West, Nigeria had a mean Likert scale greater than 2.5. The average mean score of 2.93, which shows that Librarians in public polytechnic libraries in South-West, Nigeria were averagely satisfied with their job conditions. The library management tries to make Librarians job as interesting as possible had the highest mean of 3.23. The library sponsors you to attend conferences and workshops has the lowest mean score of 2.67. This implies that Librarians job conditions needs to be improved on especially in the aspect of providing grants to library staff and providing sponsorship to attend conference and workshops in order to improve their productivity.

Hypothesis 1: Organizational support factors does not significantly influence librarians' productivity in public polytechnic libraries in South-West, Nigeria.

To test this hypothesis, linear regression method was adopted. The results and conclusions are explained below.

Table 2

Simple Regression Model on Organizational Support and Librarians' Productivity

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.913	.645		2.963	.003
Organizational support	1.116	.205	.384	5.442	.000
Dependent Variable: Librarians' productivity. $F(1, 171) = 29.616$, $p = 0.000$. $R^2 = .148$, $Adj. R^2 = .143$					

The result relating to hypothesis one is presented in Table 2. The independent variable of organizational support was regressed against Librarians' productivity using simple linear regression analysis. The result revealed that organizational support ($\beta=0.384$, $t(170)=5.442$, $p=0.000$) has a positive and significant influence on librarians' productivity in public polytechnic libraries in South-West, Nigeria. The F-test (1, 171) is 29.616. This shows that there is sufficient evidence to substantiate the model's usefulness in predicting librarians' productivity. The R^2 (0.148) of the regression model indicates that 14.8% of the variation in librarians' productivity is explained by organizational support in public polytechnic libraries in South-West, Nigeria. Therefore, the null hypothesis one was rejected. The finding suggests that organizational support is a vital factor that can improve librarians' productivity in public polytechnic libraries in South-West, Nigeria. The regression model on the relationship between organizational support was

regressed against Librarians' productivity is presented as:

$$\text{Librarians' Productivity (LP)} = 1.916 + 1.116 \text{ Organizational Support} \dots\dots\dots \text{model 1}$$

This implies that Librarians Productivity increases by 1.116 when organizational support goes up by 1 index unit. Based on the F ratio and Adjusted coefficient of determination with p-value less than conventional probability of 0.05, the null hypothesis (H_{01}) which states that organizational support does not significantly influence librarians' productivity in public polytechnic libraries in South-West, Nigeria was hereby rejected. The finding suggests that organizational support contributes to librarians' productivity in public polytechnic libraries in South-West, Nigeria. The study further sought to determine the influence of organizational support factors on librarians' productivity in public polytechnic libraries in South-West, Nigeria using the full and reduced models.

Full and Reduced Models on Organizational Support Factors and Librarians' Productivity

Full-Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.149	.700		1.641	.103
Organizational rewards	.822	.237	.297	3.472	.001
Job conditions	-.049	.195	-.024	-.250	.803
Fairness	.109	.263	.046	.415	.679
Supervisor support	.454	.224	.184	2.028	.044
Dependent Variable: Librarians' productivity. $F(4, 168) = 9.495$, $p = 0.000$. $R^2 = .184$, $Adj. R^2 = .165$					
Reduced-Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	1.184	.689		1.717	.088
Organizational rewards	.831	.214	.300	3.881	.000
Supervisor support	.495	.191	.200	2.592	.010
Dependent Variable: Librarians' Productivity (LP). $F(2, 170) = 19.109$, $p = 0.000$. $R^2 = .184$, $Adj. R^2 = .174$.					

According to the result of the reduced-model, organizational rewards ($Beta = .300, t(174) = 3.881, p = 0.000$) and supervisor support ($Beta = .200, t(174) = 2.592, p = 0.000$) had positive and significant influences on librarians' productivity. Thus, the higher the organizational rewards and supervisor supports, the higher the librarians' productivity. However, organizational rewards made the largest impact on librarians' productivity. The model's coefficient of determination, Adj. R^2 was found to be 0.174 indicating that 17.4% of librarians' productivity was explained by organizational support in public polytechnic libraries in South-West, Nigeria. However, the model did not explain 82.6% of the variation in librarians' productivity, implying that there are other factors associated with librarians' productivity which were not captured in the model. Furthermore, the $F(2, 170) = 19.909, p = 0.000$ revealed that, organizational rewards (OR) and supervisor supports (SS) were considered statistically significant in predicting librarians' productivity in public polytechnic libraries in South-West, Nigeria.

Discussion of the Findings

Research question one was formulated to establish the extent of organizational support enjoyed by librarians in public polytechnic libraries in south-west, Nigeria. The study discovered that the extent of organisational support was high especially in the area of supervisors support with the indicator supervisor acknowledge the good works of their worker ranked highest. Also, fairness and organisational rewards contributed to organisational support. Organisation support in the aspect of job conditions ranked lowest with the library staff requiring their organisation to sponsor more staff to attend conferences and workshops. The result reveals a high extent of organizational support being enjoyed by librarians in the public polytechnic libraries in South-West, Nigeria. The finding points to positive organisation support experienced by public polytechnic libraries in the south-west of

Nigeria. This study finding align with the result of Shoss et al (2013) study that found that low sense of organisational support increases employees ante-productive behaviour and reduced intra-role productivity and out of role productivity. Also, the study finding shows that when people are treated well, the reciprocity norm obligated encouraging fulfilling one's action in return. When employees are being supported by receiving supervisor support, being treated fairly and providing organisation reward this encourages employee to increase the commitment to the organisation.

This study in its bid to establish the influence of organizational support on librarians' productivity in public polytechnics in South-West, Nigeria presents the result of the hypothesis tested, which showed that organizational support has a positive and significant influence on librarians' productivity in public polytechnic libraries in south-west, Nigeria. Organisational rewards and supervisors support contributed positively to the organisational support enjoyed by Librarian in public polytechnic libraries in South-West, Nigeria. Thus, the higher the organizational support enjoyed, the higher the productivity of the librarians in public polytechnics libraries in South-West Nigeria. This finding negates the other scholars finding that librarian productivity is low in public university libraries (Adeniji et al., 2012). In addition, Choi (2019) in his study on organisational support with employees in Korea showed that organisational support decreases negative effect of narcissism on work satisfaction thus affecting organisations commitment. Kalidass and Bahron in their study on the relationship between perceived supervisor support, perceived organisational support, organisational commitment and employee intention found that there is significant relationship between perceived supervisor support, perceived organisational support and organisational commitment which aligns with the findings of this study.

Conclusion

The study analysed the influence of organisational support on librarians' productivity in South-West, Nigeria. This study concludes that organisational support positively influences librarians' productivity among librarians in South-West, Nigeria and that organisational rewards and supervisor support are the factors that significantly contribute to organisational support. The extent of organisational support was high with supervisor support, fairness and organisational rewards contributing greatly to achieving organisational support while Job condition need to be improved on by the employee.

Recommendation

Public Polytechnic Library Management Board should ensure that Librarians are sponsored for workshops and conferences in order to learn the best practices in their profession and apply it on their job. The management should ensure that grants are made available for librarians to carry out research that will be of benefit to the economy.

The study thus recommend that Public Polytechnic managements should sustain and maintain the supervisors support, fairness and organisational rewards for library staff while the job conditions need to be improved by changing the working conditions and providing sponsorship for librarians to attend conferences.

References

- Abdulkareem, R. L. (2015). Lecturers job commitment, corporate culture and university goal achievement in south-west geo-political zone, Nigeria. Ph.D. Thesis submitted to the Department of Educational Management, University of Ilorin, Ilorin, Nigeria.
- Adegbaye, S. I. (2020). Job characteristics, perceived organizational support and librarians' commitment in public universities in South-south geo-political zone, Nigeria (*Unpublished Doctoral dissertation*). Babcock University, Ilishan-Remo, Nigeria.
- Adeniji, M. A., Babalola, G. A., & Adeniji, S. E. (2012). Workers training programmes in two University libraries in Nigeria. *Library Philosophy and Practice*.
- Ajala, E. M. (2012). The Influence of workplace environment on workers' welfare and productivity. The African Symposium: *An online Journal of the African Educational Research Network*, 12(1), 141-149. Available online at: <http://www.ncsu.edu/aern/TAS12.1/TAS12.1Ajala.pdf>
- Beechler, S., & Woodward, I. C. (2009). The global "war for talent." *Journal of International Management*. <https://doi.org/10.1016/j.intman.2009.01.002>
- Bosede, A. J. (2015). A Comparative Study of the Relative Merits of Employee Commitment among the Academic Librarians in Nigerian Public and Private Universities. *International Journal of Academic Research in Business and Social Sciences*. <https://doi.org/10.6007/ijarbss/v5-i5/1587>

- Choi, Y. (2019). A study of the effect of perceived organizational support on the relationship between narcissism and job-related attitudes of Korean employees. *Cogent Business and Management*, 6(33), 72-78.
- Dawley, D., Houghton, J., & Bucklew, N. (2010). Perceived organizational support and turnover intention: The mediating effects of personal sacrifice and job fit. *Journal of social psychology*, 150(3), 238-257. https://www.researchgate.net/publication/334486763_Perceived_Organizational_Support_A_Literature_Review [accessed Mar 08 2023].
- Dost, M. K. Bin, Zia-ur-Rehman, & Tariq, S. (2012). "The Organizations Having High Level of Glass Ceiling, Has Lower Productivity Due to Lack of Employee Commitment." *Kuwait Chapter of the Arabian Journal of Business and Management Review*.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.
- Eisenberger, R., Rhoades, L., & Cameron, J. (1999). Does pay for productivity increase or decrease perceived self-determination and intrinsic motivation? *Journal of Personality & Social Psychology*, 77(5), 1026-1040.
- Eisenberger, R., Stinglhamer, F., Vandenberghe, C., Sucharski, I.L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565-573.
- Eisenberger, R.J., Lynch, P., Aselage, J., & Rohdieck, S. (2004). Who takes the most revenge? Individual differences in negative reciprocity norm endorsement. *Personality and Social Psychology Bulletin*, 30(4), 789-799.
- Fabiya, J. O. (2021). Staff motivation for improved productivity in federal polytechnic libraries in North-Central States of Nigeria. *IOSR Journal of Humanities and Social Sciences*, 26(7), 55-61. DOI: 9790/0837-2607045561.
- Fu, S., Ding, N. N., & Zhao, Y. Q. (2010). Research on social exchange in enterprises: Perceived organizational support and leadership support. *Science and technology management*, 31(6), 175-181.
- Gao, J. L., & Yan, M. (2018). The impact of perceived organizational support on research personnel's entrepreneurial passion—Psychological capital as mediator variable. *Technical economics and management research*, 7, 33-37 Available from: https://www.researchgate.net/publication/334486763_Perceived_Organizational_Support_A_Literature_Review [accessed Mar 08 2023].
- Gable, G. G. (1994). Integrating case study and survey research methods: an example in information systems. *European journal of information systems*, 3(2), 112-126.
- He, H., & Pham, H. Q. (2014). Perceived organizational support and organizational identification: Joint moderating effects of employee exchange ideology and employee investment. *International journal of human resource management*, 25(20), 2772-2795. <https://doi.org/10.1080/09585192.2014.908315>

- Hussain, T., & Asif, S. (2012). Is employees' turnover intention driven by organisational commitment and perceived organisational support? *Journal of Quality and Technology Management*, 8(11), 1-10.
- Igbojekwe, P. A & Ugo-Okoro, C. P. (2015). Productivity Evaluation of Academic Staff in Universities and Colleges in Nigeria: The Missing Criteria, *International Journal of Education and Research*, 3 (3), 627-640.
- Jegede, A. & Ola-Olorun, O. (2017) Effect of work content and work context on job motivation of hospital Pharmacist. *Global Journal of Pharmacy and Pharmaceutical Science*, 1(3), 1-7
- Joo, B., Hahn, H., & Peterson, S. L. (2015). Turnover intention: the effects of core self-evaluations, proactive personality, perceived organizational support, developmental feedback, and job complexity, *Human Resource Development International*, 18:2, 116-130
DOI: [10.1080/13678868.2015.1026549](https://doi.org/10.1080/13678868.2015.1026549)
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of Management*, 43(6), 1854-1884.
- Lazarus, H., & Lawler, E. E. (1972). Pay and Organizational Effectiveness: A Psychological View. *Industrial and Labor Relations Review*.
<https://doi.org/10.2307/2521335>
- Lee, J., & Peccei, R. (2011). Discriminant validity and interaction between perceived organizational support and perceptions of organizational politics: A temporal analysis. *Journal of occupational and organizational psychology*, 84(4), 686-702.
<https://doi.org/10.1348/096317910X511197>
- Lesabe, R. A.-F., & Nkosi, J. (2007). A qualitative exploration of employees' views on organisational commitment. *SA Journal of Human Resource Management*.
<https://doi.org/10.4102/sajhrm.v5i1.106>
- Liu, S. Y. (2018). The study of impact of perceived organizational support on job involvement—The mediation effect of organizational trust (Unpublished master's thesis).Guangxi University, China
Available from:
https://www.researchgate.net/publication/334486763_Perceived_Organizational_Support_A_Literature_Review
[accessed Mar 08 2023].
- McCarthy, A., Cleveland, J. N., Hunter, S., Darcy, C., & Grady, G. (2013). Employee work-life balance outcomes in Ireland: A multilevel investigation of supervisory support and perceived organizational support. *International Journal of Human Resource Management*, 24(6), 1257-1276.
<https://doi.org/10.1080/09585192.2012.709189>
- Meyers, M.C., Adams, B.G., & Sekaja, L. (2019). Perceived Organizational Support for the Use of Employees' Strengths and Employee Well-Being: A Cross-Country Comparison. *J Happiness Studio*, 1825-1841
doi:10.1007/s10902-018-0026-8
- Miao, Q., Newman, A. Sun, Y., & Xu, L. (2013). What factors influence the organizational commitment of public sector employees in China? The role of extrinsic, intrinsic and social rewards. *The International Journal of Human Resource Management*, 24(17), 3262-3280.
doi:1080/09585192.2013.770783

- Obst, P., Shakespeare-Finch, J., Krosch, D. J., & Rogers, E. (2019). Reliability and validity of the brief 2 way of social support scale: an investigation of social support in promotion of older adult well-being. *Sage open medicine*, 7, 1-10
- Okonedo, S., Popoola, S.O., Emmanuel, S.O. & Bamigboye, O.B. (2015). Correlational Analysis of Demographic Factors, Self-Concept and Research Productivity of Librarians in Public Universities in South-West, Nigeria. *International Journal of Library Science*, 4 (3), 43-52. DOI: 10.5923/j.library.20150403.01
- Olorunsola, R. & Ibegbulam, I. F. (2003). Flexible Working Hours for Academic Librarians in Nigeria. *Library Review*, 52(2) 70-75
- Owusu Mensah, S. (2014). An investigation into perceived organizational support (Pos) and its effects on employees' outcome: A case study of Afigya Kwabre District Education (Doctoral dissertation).
- Peretomode, V. F. & Chukwuma, R. A. (2007). Manpower development and lecturers' productivity in tertiary institutions in Nigeria. *Journal of Education Studies*, English Edition Poland, 5-11.
- Reynolds, P., D., & Helfers, R. C. (2018). Job characteristics and perceived organizational support among police officers. *Journal of Criminology, Criminal Justice, Law and Society*, 19(I), 46-59.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of literature. *Journal of Applied Psychology*, 87(4), 698-714.
- Robbins, S. P., Judge, T. A., Odendaal, A., & Roodt, G. (2016). Organisational behaviour: *Global and Southern African Perspectives*. In Pearson South Africa (Pty) Ltd.
- Saka, K. A. & Haruna, I. (2013). Relationship between staff development and productivity among personnel in branch library, University of Maiduguri, Nigeria. *Mediterranean Journal of Social Science*, 4(5), 9-17.
- Shoss, M. K., Eisenberger, R., Restubog, S. L. D., & Zagenczyk, T. J. (2013). Blaming the organization for abusive supervision: The roles of perceived organizational support and supervisor's organizational embodiment. *Journal of Applied Psychology*, 98(1), 158–168. <https://doi.org/10.1037/a0030687>
- Spagnoli, P., & Caetano, A. (2012). Personality and organisational commitment: The mediating role of job satisfaction during socialization. *Career Development International*. <https://doi.org/10.1108/13620431211241081>
- Suleiman, W. (2013). A Study of causes of poor attitude to work among workers of both public and private sectors organizations in Bauchi State-Nigeria. *International Journal of Academic Research in Business and Social Sciences*, 3 (7), 143-152. Available online at <http://dx.doi.org/10.6007/IJARBS/v3-i7/16>. doi: 10.6007/IJARBS/v3-i7/16.
- Sungu, L., Weng, Q. & Kitule, J. (2019), "When organizational support yields both productivity and satisfaction: The role of productivity ability in the lens of social exchange theory", *Personnel Review*, 48 (6), 1410-1428. <https://doi.org/10.1108>

- Tang, J. B., & Hu, E. H. (2017). Research on the effect of perceived organizational support on the job satisfaction of middle school teachers. *Mathematics in practice and theory*, 47(24),307-318. Available from: https://www.researchgate.net/publication/334486763_Perceived_Organizational_Support_A_Literature_Review [accessed Mar 08 2023].
- Tromp, D. M., Van Rheede, A., & Blomme, R. J. (2010). The relationships between psychological strain, organizational support, affective commitment and turnover intentions of highly educated hospitality employees. *Advances in Hospitality and Leisure*. [https://doi.org/10.1108/s1745-3542\(2010\)0000006011](https://doi.org/10.1108/s1745-3542(2010)0000006011)
- Wang, Z. (2014). Perceived Supervisor Support and Organizational Citizenship Behavior: The Role of Organizational Commitment. *International Journal of Business and Social Science*, 5(1): 210-214.
- Wei, L. Y., & Mao, T. T. (2018). Study on the relationship between perceived organizational support, regulatory emotional self-efficacy and employee well-being. *Economic research guide*, 13, 85-90. Available from: https://www.researchgate.net/publication/334486763_Perceived_Organizational_Support_A_Literature_Review [accessed Mar 08 2023].
- Wongboonsin, K., Dejprasearsri, P., Krabuanrat, T., Roongrerngsuke, S. Srivannaboon, S., & Phiromswad, P. (2018). Sustaining employees through co-worker and supervisor support: Evidence from Thailand. *Asian Journal of Business and Accounting*, 11(2), 187-214.
- Yamoah, E. E. (2013). Relationship between Compensation and Employee Productivity. *Singaporean Journal of Business , Economics and Management Studies*. <https://doi.org/10.12816/0003845>
- Yassin, A., Ali, S., Ali, A. A., & Adan, A. A. (2013). Working Conditions and Employees' Productivity in Manufacturing Companies in Sub-Saharan African Context: Case of Somalia. *Educational Research International*.
- Yaya, J. A., Opeke,R.O. & Onuoha,U. D. (2016). Job satisfaction as correlates of Librarians' productivity in public university Libraries in Nigeria. *Library philosophy and practice (e-journal)* 6(3).