

# Organizational Behavior of Private University Library Professionals: A Developing Country Perspective

Afrin Sultana<sup>1</sup>, Md. Sakib Biswas<sup>2</sup> and Bilkis Begum<sup>3</sup>

<sup>1</sup>Researcher, University of Dhaka, and Assistant Librarian, East West University, Bangladesh

<sup>2</sup>Lecturer, Institute of Information Sciences, Noakhali Science and Technology University, Bangladesh

<sup>3</sup>Associate Professor and Head, Department of Library and Information Science, Lalmatia Mohila College, Bangladesh

E-mail: [afrin@ewubd.edu](mailto:afrin@ewubd.edu), [sakib.nstu.bd@gmail.com](mailto:sakib.nstu.bd@gmail.com), [drbilkis2013@gmail.com](mailto:drbilkis2013@gmail.com)

Received 30 May 2023; Accepted 10 June 2023; Available online 17 August 2023

**Abstract** - The main aim of the study is to explore the organizational behavior of selected private university library professionals in Dhaka, Bangladesh. A standardized questionnaire was used to conduct a survey among 80 library professionals from five chosen private university libraries. Organizational behavior can also assist librarians in assessing a potential job applicant's abilities and attitude during the recruiting process, enabling private university human resources to find the most suitable library staff for the university's library to meet the research objectives. From primary and secondary data sources, efforts were made to gather necessary research data. Frequencies were shown in terms of percentages and factor analysis through eigenvalue, which determined the level of organizational behavior for private universities rank or rating. Descriptive statistics, such as mean and variance, and multiple correlation analysis for ANOVA testing have been calculated using SPSS Version 22. A total of 30 variables were taken into consideration for analysis, followed by six factors along with their loading. The loading factor amounts to a total variance of 75.59%. The library of East West University ranks first in four factors: structure, working conditions, reward and warmth, and interpersonal relations. The BRAC University Library is ranked second, while the ULAB Library, DIU Library, and Stamford University Library are ranked third, fourth, and fifth, respectively. This study made certain recommendations and limitations inside Bangladesh's private university libraries, which will spark further research in the future. For this analysis, most of the variables are the organizational behavior of private university libraries.

**Keywords:** Organizational Behavior, Organizational Culture, Organizational Climate, Private University Library Professionals, Dhaka, Bangladesh

## I. INTRODUCTION

In a corporate environment, organizational behavior (OB) focuses on behavioral sciences and acts as an interface between human resources and the organization itself. Organizational behavior may be an area of research exploring the importance and influence of behavioral knowledge within organizations. OB denotes the competency that was applied to the organization for its betterment. It is regarded as an instrument for personality development. If there is no appropriate organizational behavior, employees are likewise vulnerable to inconsistency. It could significantly impact their equal job opportunities within the organization. It can

also help us achieve our corporate goals and workplace culture. Moreover, as social institutions, libraries have been upholding and preserving human potential for many years. A library is called the soul of a university and plays a crucial role in tertiary studies. So, the library is essential for organizational behavior, like any other organization. In 1931, Ranganathan proposed five laws for the library, but the last law follows: "The library is a growing organism" (Wikipedia, n.d.). Presently, it is an organism for research, space, resources, patrons, employees, culture, budget, etc. Organizational behavior offers righteousness to encounter probable challenges in the era of the 4<sup>th</sup> industrial revolution. Library personnel need positive organizational behavior predictors in their workplaces, such as a healthy working environment. Thus, Baker (2015) emphasized the development of human capital at the workstation and urged library key personnel to conceptualize organizational behavior to accelerate a vibrant working environment for the concerned staff of the libraries. The researcher nicely related positive organizational behavior to academic library librarians, directors, and staff, so we support the Bangladesh library professional perspective on this significant issue. Many countries worldwide publish different ideas and apply organizational behavior in the library sector. Still, very few are working on this issue in Bangladesh. Yet, they do not realize the importance of organizational behavior in the library sector, so library structure, working environment, employee reward and warmth, and inter-personnel relations are not developing. We feel it is necessary to change the organization's behavior in the library sector to create a healthy future generation and a healthy environment.

## II. LITERATURE REVIEW

Several studies have been conducted on organizational behavior worldwide. Organizational behavior is an important area to work out the worker's view of their job. It may be an area of research devoted to identifying, clarifying, and eventually creating individuals and groups' attitudes and behaviors within organizations. Robbins & Judge (2013) discussed how "organizational behavior comes from behavioral science, which creates performance from totally different behavioral disciplines." Long ago, developed

countries realized that organizational behavior was very important for organizations and employees, so they implemented it. Islam *et al.* (2018) said that from Bangladesh's perspective, organizational behavior is a subject in business faculty and sometimes uses multinational organizations and the banking sector.

Kilmann *et al.* (1985) stated that "organizational cultures are the common ideologies, philosophies, values, presumptions, expectations, attitudes, and standards that unite organizational behavior." But organizational behavior is applied to some factors involved with individuals, teams, and the organization as a whole, so no factor adds to this literature. Stringer (2002) opined that people responsible for managing organizational performance can monitor and influence a certain climate factor that has a predictable impact on motivated behavior. Stringers described the six remarkable measuring terms using his revised version of the organizational climate questionnaire. Additionally, this study also measures the duration of six levels of organizational climate. Still, the authority does not measure organizational behavior against university library aims.

Kaifi & Noori (2010) mentioned that the "RED analysis is going to be applied by practitioners and researchers for understanding organizational behavior issues: R-recognize, E-explain, and D-develop." Their emphasis on team behavior for any organizational behavior applies to assess the effort given by the personnel of the different levels of the organization, but this is often the gap without the same organization and university library level higher to the lowest position employee's opinion and recommendation.

According to Moorhead & Griffin (2012), "organizational behavior refers to the study of people and the development of clusters in a corporation. An organization could be a cluster of individuals operating together to realize a common goal". It discussed exploration and common goals theoretically, so we can say that the private university library is user-oriented with some plans, intent, resources, and staff. The library's overall development of clusters in a corporation and organizational behavior factors and planning need to be analyzed by the private university professional. It is a significant gap in this study.

Ali & Patnaik (2014) stressed that organizational climate is a topic of increasing interest within organizational behavior and management. Still, it does not show determining satisfaction with the rank of organization behavior among private university libraries. Igbaekemen & Odivwri (2015) found the way to establish efficient and dynamic leadership styles to address the objectives of an organization. In several studies, Anderson & West (1998) and Lukic *et al.* (2014) found that creativity, shared knowledge and development, and we-feeling at the workplace can lead to radical change and a positive outlook within and outside the organization. In another study, Yu *et al.* (2013) and Madrid *et al.* (2016) observed that the openness of exchanging ideas and decisions

in an organizational setting can create a better and friendlier organizational climate.

### III. THE CONCEPTUAL RELATION OF ORGANIZATIONAL BEHAVIOR, CULTURE AND CLIMATE

Verbeke *et al.*, (1998) identified that conceptual diversity is very natural in organizational behavior, but the variable always remains identical. "Environmental determinants" or "situational determinants" are known as organizational climates that impact organizational behavior. Ejim (2022) stated that organizational culture denotes the shared values that impact the overall setting. Igbinovia & Popoola (2016) mentioned that "organizational culture is a pattern of shared basic assumptions that personnel in academic libraries learn, one that solves problems of external adaptation and internal integration and has worked well enough to be considered valid and, therefore, applicable to be taught to new members of the library as the current way to perceive, think, and feel in relation to organizational problems." Neal, Griffin, and Hart (2000) examined the mechanisms by which safety behavior is ensured by a safe climate. This study reflected the impacts of common safety practices. Yu *et al.* (2022) highlighted that "psychosocial safety climate can improve perceived organizational support and protect individuals' mental health, which may improve safety behavior."

Can & Hawamdeh (2013) stated that organizational climate and culture impact knowledge sharing within an organization. Organizational climate and culture are associated with an organization's principles, which influence different aspects of organizational behavior. The lack of corporate culture and background may influence organizational behavior as there are no established goals to direct key activities in organizational work. So, organizational behavior (promotion, reward, and information sharing) is often associated with a rise in the progressive climate. The literature review highlights that organizational behavior, culture, and climate offer key enthusiasm that can flourish employees' output within the organization but does not express itself in the university library. With private university library personnel exchanging and following ideas, a system should establish ideas more deeply so that the incentive to perform well can increase, so organization behavior is most important for private library professionals.

Thus, organizational behavior promotes inspiration among information professionals for better performance. Now not only does organizational behavior in library professionals reflect but is also significantly related to the library administration and users. For this study, organizational behavior was identified and defined as both individual and team performance and activity within an organization. So, exploring library employees' behavior in terms of critical factors and determination satisfaction with the recommendation of organizational behavior with professional bodies is the strength of the private university library personnel.

#### IV. ORGANIZATIONAL BEHAVIOR IN BANGLADESH

In Bangladesh, many researchers have been working with organizational behavior in various institutions and business organizations, most of them affiliated with the banking sector. Naser (2008) mentioned that the private education sector, like the public sector, has been reformed since early 1990 in Bangladesh. In several studies, Sultana & Begum (2012), Mezbah-Ul-Islam (2003), Alam *et al.*, (2005), Ashraf *et al.*, (2009), Karim (2008), and Rahman *et al.*, (2009) stated that any achievement ignites a butterfly effect on job satisfaction or organizational behavior at different professional levels. They also showed that organizational behavior influences diverse working sectors.

Nuruzzaman & Talukder (2016) mentioned, “Citizenship behavior refers to the voluntary behavior of contact employees in serving the recipients that extends beyond formal role requirements. To perform citizenship behavior, employees always need to take on extra responsibilities on behalf of the organization. These responsibilities usually cannot be classified in the job description, especially for healthcare organizations”.

Ahmad & Habib (2015) examined the changes in executive leadership and culture in Bangladesh. This study is essential to mixing multicultural and different leadership styles and the organizations’ challenges to stay in tune with the changing business environment. So, the respondents expressed a lack of organizational behavior knowledge for library culture, which is not relevant to private university libraries.

In the subcontinent, Ansari (1990) and Saraf (1995) stated that “management level is influenced by considering five key elements: base of power, leadership style, leader behavior, perceived organizational climate, and organizational behavior characteristics.” There is a reflection of organizational climate, job satisfaction, and leadership in the Bangladeshi public and private sectors, but the gap in this study is that organizational behavior is an essential part of the private university library professionals; this point does not exist.

The various approaches summarized in Bangladesh context-related literature show that different authors explain diverse variables but do not perform organizational behavior in the private university library profession. The proposed study is significant from the literature review, and the following inferences can be drawn.

1. The literature review indicates that significant theoretical work has been carried out on organizational behavior, culture, and climate.
2. Employee performance doesn’t rise to the mark due to a lack of proper management and administration.
3. To develop job culture, leadership style, and innovative ideas due to confined top-to-bottom-level employees.

4. Upgradation uplifts staff’s working effectiveness and efficiency.
5. Strong collaboration can bring solutions to all of the administrative problems.
6. Organizational behavior is combined with many topics, so it is not possible to identify all topics.
7. There is a key factor that influences organizational behavior that is properly used to improve the job satisfaction level of employees.
8. Research on organizational behavior has been observed in developing countries, and it seems there is no single study on the organizational behavior of private university library professionals in Bangladesh, etc.

#### V. RESEARCH OBJECTIVES

The objectives of the study are to

1. Identify the present scenario of organizational behavior among private university library professionals in Dhaka, Bangladesh.
2. Determine the factors influencing organizational behavior with a private university library professional.
3. Provide recommendations for improving the level of organizational behavior among library professionals.

#### VI. METHODOLOGY

This study adopted a quantitative research approach to look into the organizational behavior of private university library professionals in Bangladesh. BRAC University Library, East West University Library, Stamford University Library, Daffodil International University Library, and University of Liberal Arts Bangladesh were the five private university libraries that were chosen as the research areas based on their global standards and webometrics ranking. The study’s population consists of all professionals employed by these libraries.

The sample size was determined based on the current status of the library professionals working in these selected libraries. 70 out of 80 employees participated in this study. Random sampling technique was considered for the present study. A standardized questionnaire with three sections was used to collect the data, and the Likert scale was used to score the answers. With the use of SPSS, statistical analysis including descriptive statistics and inferential tests was carried out. The study’s findings will be helpful in understanding how private university librarians in Bangladesh behave in the workplace.

#### VII. ANALYSIS AND INTERPRETATION

The primary data were gathered through a standardized questionnaire from 70 out of 80 library professionals from the five selected private university libraries to identify organizational behavior and assess the scope of the selected private university libraries in Dhaka, Bangladesh.

TABLE I DEMOGRAPHIC INFORMATION OF LIBRARY PROFESSIONALS/STAFFS

Variable	Classification	Frequency	Valid %
Category of University	Private	70	87.5
Present Age	20-25 years	6	8.57
	26-30 years	15	21.43
	31-35 years	26	37.14
	36-40 years	14	20.0
	41-45 years	5	7.14
	46-50 years	3	4.29
	51-55 years	1	1.43
Joining Age to the Library Profession	20-25 years	27	38.57
	26-30 years	35	50.0
	31-35 years	6	8.57
	36-40 years	2	2.86
Gender	Female	19	27.14
	Male	51	72.86
Marital Status	Married	54	77.14
	Single	16	22.86
Present Working Institution	SU	20	28.57
	EWU	16	22.86
	DIU	14	20.0
	BRACU	11	15.71
	ULAB	9	12.86
Designation	Librarians	2	2.86
	Deputy Librarians	5	7.14
	Senior Assistant Librarians	2	2.86
	Assistant Librarians	13	18.57
	Junior Assistant Librarians	4	5.71
	Library Officers	26	37.14
	Library Assistants	6	8.57
	Library Attendants	4	5.71
	Others	8	11.43
Academic Qualifications	Only Bachelor's	3	4.29
	Bachelor's and Master's both	57	81.42
	Ph.D.	2	2.86
	Others	8	11.43
Working Experience	1-8 years	42	60.0
	9-above years	28	40.0

Table I shows that 70 (87.5%) respondents have participated in this study. In terms of gender-wise distribution, 51 (71.85%) male and 19 (27.14%) female respondents participated in this study. In respect of the present ages of the library professionals, 6 (8.57%) respondents are from the 20-25 year age group, 15 (21.43%) respondents are from the 26-30 year age group, 26 (37.14%) respondents are from the 31-35 year age group, 14 (20.0%) respondents are from the 36-40 year age group, 5 (7.14%) respondents are from the 41-45

year age group, 3 (4.29%) respondents are from the 46-50 year age group, and 1 (1.43%) respondent is from the 51-55 year age group. In the matter of joining age to the library profession, 27 (38.57%) respondents are from the 20-25 year age group, 35 (50.0%) respondents are from the 26-30 year age group, 6 (8.57%) respondents are from the 31-35 year age group, and 2 (86%) respondents are from the 36-40 year age group. With regards to the marital statuses of the library professionals, 54 (77.14%) respondents are married, and 16

(22.86%) respondents are single. With reference to the present working institutions, the 20 (28.57%) respondents are currently working at Stamford University library, followed by 16 (22.86%) at East-West University library, 14 (20.0%) respondents at Daffodil International University library, 9 (12.86%) respondents at the University of Liberal Arts Bangladesh, and 11 (15.71%) respondents at the BRAC University library. In connection with job designation, there are 26 (37.14%) library officers, followed by 13 (18.57%) assistant librarians, 4 (5.71%) junior assistant librarians, 5 (7.14%) deputy librarians, 2 (2.86%) senior assistant librarians, 2 (2.86%) librarians, 6 (8.57%) library assistants, 4 (5.71%) library attendants, and 8 (11.43%) others. In terms of academic qualifications, 3 (4.29) respondents have only a bachelor's degree, 57 (81.42%) respondents have both a bachelor's and a master's degree, 2 (2.86%) respondents have a Ph.D., and 8 (11.43%) have other academic qualifications. Regarding working experience, 42 (60.0%) respondents have worked 1-8 years in their present position, and 28 (40.0%) respondents have 9-above years of working experience.

#### A. Organizational Behavior: Factor Analysis

Since behavior is based on situational variables, the findings of studies of organizational behavior in other contexts cannot be generalized to libraries. Instead, systematic and quantitative research studies should be conducted to better

understand the fundamentals of organizational behavior in private university academic libraries. Organizational behavior is believed to be dictated by the organizational environment. The above discussion demonstrates that organizational behavior can be a multi-dimensional construct that can't be scaled down to a broad measurement symbol.

To assess the organizational behavior of the five university libraries, OB was used for factor analysis. A standardized questionnaire was used, which contained 30 statements on various facets of OB and was prepared by Litwin & Stringer (1968) and then revised by Schanake (1983). Several academic libraries and organizations in India and Bangladesh have already tried this level.

There are 30 elements in the organizational behavior questionnaire submitted to the varimax rotation factor study.

Based on the following, six were kept in the review:

1. "The loading factor for each object was not less than 0.30."
2. "More than three things with the above loading were on one factor."
3. "Items with a large load on more than two factors are due to the overall loading factors."

The following table lists six factors along with their loading.

TABLE II FACTOR ANALYSIS RESULTS

Sl. No.	Items	Factors					
		1	2	3	4	5	6
1	"The assignments to this organization are clearly defined."	0.767	0.414	-0.052	-0.092	-0.337	0.105
2	"In this organization, we set very high standards for performance."	0.765	0.280	0.072	0.108	-0.208	-0.097
3	"We do not rely too heavily on individual judgment almost everything is double-checked."	0.595	0.118	-0.186	0.427	0.201	0.260
4	"If you make a mistake in this organization, you will definitely be criticized."	-0.491	0.552	-0.020	0.102	-0.207	-0.354
5	"People are proud of belonging to this organization."	0.646	0.411	-0.030	0.120	-0.411	-0.084
6	"The policies and goals of these organizations are clearly understood."	0.770	0.355	-0.190	0.132	-0.001	-0.014
7	"The goals I am supposed to achieve in my area are realistic."	0.534	0.309	-0.448	0.439	-0.042	0.018
8	"There is a feeling of pressure to continually improve our personal and group performance."	-0.257	0.576	-0.450	-0.072	0.109	-0.118
9	"Our philosophy emphasizes that people should solve problems by themselves."	-0.457	0.566	-0.378	0.209	0.013	0.060
10	"There is not enough reward and recognition given in this organization for doing work."	-0.273	0.732	-0.235	0.136	0.057	-0.229
11	"People in this organization don't really trust each other very much."	-0.510	0.582	0.252	0.281	0.146	0.183
12	"Things often seem to be pretty disorganized around here."	-0.504	0.409	0.376	0.501	0.241	-0.011
13	"In this organization, I am given a chance to participate in setting the performance standards for my job."	0.819	0.168	0.067	-0.033	0.192	-0.068
14	"In this organization, people don't seem to take much pride in the excellence of their performance."	-0.254	0.769	0.069	-0.101	0.027	-0.389
15	"Management frowns upon your checking everything with them. If you think you have got the right approach, you just go ahead."	0.591	0.132	0.457	-0.165	0.082	-0.153

16	“We have a promotion system that helps the best person rise to the top.”	0.614	0.466	0.144	-0.079	0.287	0.187
17	“People in this organization tend to be cool and aloof towards each other.”	0.224	0.135	0.583	0.528	0.237	-0.241
18	“Our productivity sometimes suffers from lack of organization and planning.”	-0.361	0.689	0.154	-0.177	-0.060	0.305
19	“I very seldom sit down with my immediate boss to review me overall performance and effectiveness.”	0.170	0.191	0.642	0.159	-0.536	0.150
20	“Management sets challenging goals.”	0.621	0.256	0.295	0.054	-0.134	-0.007
21	“In this organization, people are rewarded in proportion to the excellence of their job performance.”	0.646	0.527	-0.095	-0.342	0.214	0.157
22	“In this organization, performance is evaluated regularly against agreed upon goals and standards.”	0.489	0.584	-0.283	0.009	-0.043	-0.187
23	“The standards in the organization do not usually demand the maximum effort of every individual.”	-0.427	0.699	0.072	-0.068	-0.391	0.133
24	“There is not much encouragement to take on increased responsibility in this organization.”	-0.367	0.761	0.068	-0.175	0.053	0.194
25	“The rewards and encouragement that you get usually outweigh the treats and criticism.”	-0.514	0.679	0.279	0.112	0.133	0.010
26	“There is a lot of warmth in the relationships between management and other personal in this organization.”	-0.376	0.668	-0.344	-0.067	-0.049	0.015
27	“I have had very little opportunity to say what I think about the goals and standards that are set for my work.”	-0.395	0.728	0.125	-0.236	0.090	0.225
28	“In this organization, people are encouraged to initiate projects they think are important.”	0.611	0.249	0.070	-0.131	0.128	0.292
29	“Good performance is recognized fairly quickly in this organization.”	0.630	0.363	0.235	-0.324	0.267	-0.217
30	“I have a clear idea of what I am supposed to do in my job.”	0.746	0.382	-0.116	-0.070	0.043	-0.116
	Eigenvalue	8.962	7.575	2.447	1.867	1.318	1.082
	% of Variance	29.306	24.889	7.975	5.521	4.378	3.521

Note: “Factor 1 = Structure-I”, “Factor 2 = Working Condition”, “Factor 3 = Reward and Warmth-I”, “Factor 4 = Interpersonal Relation”, “Factor 5 = Reward and Warmth-II”, “Factor 6 = Structure-II”.

The number of items out of 30 loaded on factors with heavy loads is displayed in the table above. Items 1 and 19 both have very effective loading plans. The factors with higher loadings are assigned to items with >.3 loadings on more than 2 factors.

The following names are given for factors:

*1. Structure-I: Factor 1*

Five items (2, 4, 5, 6, and 7) loaded on this factor. Loading sort between 0.534 and 0.770. This factor’s eigenvalue is 8.962, with a variance of 29.306 percent.

*2. Working condition: Factor 2*

Five items (12, 18, 23, 24, and 27) loaded on this factor with a loading of >.3. This factor’s eigenvalue is 7.575, with a variance of 24.889%.

*3. Reward and Warmth I: Factor 3*

Now again, 5 items are filled with an equivalent criterion as done on this element (items 15, 16, 20, 28, and 29). The factor’s eigenvalue is 2.447, with a variance of 7.975 percent. There can be two forms of reward: tangible benefits such as salary rises, promotions, more favorable tasks, improved

quality of work, and more time off. Another form, namely contingent reward, is job appreciation, pay raise recommendations, incentives, benefit incentives, promotions, and honors for outstanding service.

*4. Inter-Personnel Relation: Factor 4*

Six items are loaded on this factor in this case (items 8, 10, 11, 13, 17, and 30). Between 0.819 and 0.576 are the loading levels. With a variance of 5.521%, the factor’s eigenvalue is 1.867.

*5. Reward and Warmth II: Factor 5*

Three items (14, 22, and 26) have been loaded on this element. This element has an eigenvalue of 1.318 and a variance of 4.378 percent. This factor is correlated with ‘Reward and Warmth I’: Factor 3. Loading varies between 0.769 and 0.584.

*6. Structure II: Factor 6*

Items loading indicate a relationship with factor 1, “Structure I,” which is one of the six factors with an eigenvalue of 1.082 and a variance of 3.521% (items no. 1, 3, 9, 19, 21, and 25). The loading varies between 0.679 and 0.545.

7. Final Factor Analysis

The above study indicates that some of the variables mentioned above have similarities. “Structure I: Factor 1” and “Structure II: Factor 6” have similar characteristics, while “Reward & Warmth I: Factor 3” and “Reward &

Warmth II: Factor 5” also have similar uniqueness. Furthermore, there is another factor in the state of work and interpersonal relationships, namely “factor 2” and “factor 4.” In the table “Actual Reasons Retained for Organizational Behavior” below, it was agreed to combine to get better performance.

TABLE III FINAL FACTORS RETAINED FOR ORGANIZATIONAL BEHAVIOR

Sl. No.	Final Factors	Factors Merged	Items Loading	Eigenvalues	Variance %	Cumulative Variance%
1	Structure	Structure- I and Structure- II	11	10.044	32.827	32.827
2	Working Condition	Working Condition	5	7.575	24.889	57.716
3	Reward and Warmth	Reward and Warmth- I and Reward and Warmth -II	8	3.765	12.353	70.069
4	Inter-personnel Relation	Inter-personnel Relation	6	1.867	5.521	75.59

The above table indicates that the combination of identical factors only retains four factors for further study. These are structures with 32.827 percent variance, accompanied by working situations with 24.889 percent variance, compensation and comfort with 12.353 percent variance, and interpersonal interaction with 5.521 percent variance. Compensation and comfort with 12.353 percent variance, and interpersonal interaction with 5.521 percent variance. A total of 30 variables are taken into account in the explanation for the final analysis. The loading factor amounts to a total variance of 75.59 percent.

B. Organizational Behavior Rank versus Selected Private University Libraries

To determine where there are significant differences between five university libraries in organizational behavior. A process ANOVA was computed to verify the considerable differences identified for this study purpose among the private university libraries. Organizational Behavior vs. University Libraries (ANOVA) shows the ranks and satisfaction average of selected private university libraries in Dhaka City.

TABLE IV ORGANIZATIONAL BEHAVIOR RANK VERSUS SELECTED PRIVATE UNIVERSITY LIBRARIES

Name of the Working Institution	Satisfaction Average	OB Ranks	Factors
East West University Library	3.9%	1	“structure, working conditions, reward and warmth, and inter-personnel relations (4)”
BRAC University Library	3.67%	2	“structure, reward, warmth, and working conditions (3)”
ULAB University Library	3.61%	3	“reward and warmth, inter-personnel relations, and working conditions (3)”
Daffodil International University Library	3.53%	4	“structure, interpersonal relations, reward, and warmth (3)”
Stamford University Library	3.09%	5	“structure and working conditions (2)”

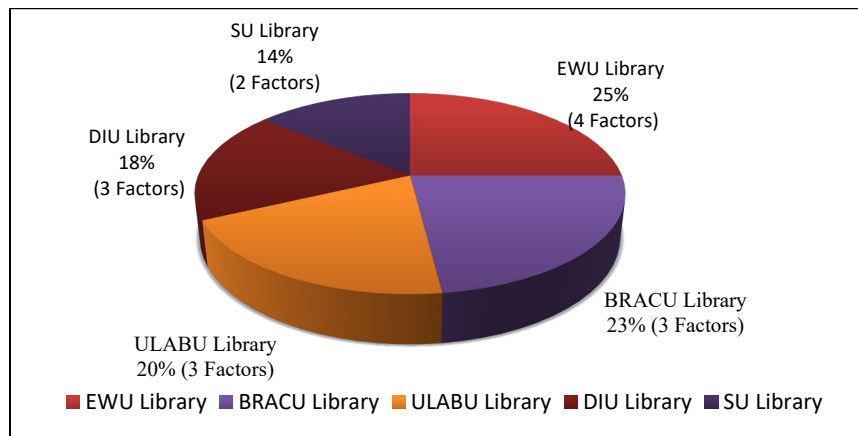


Fig. 1 Factors Percentage



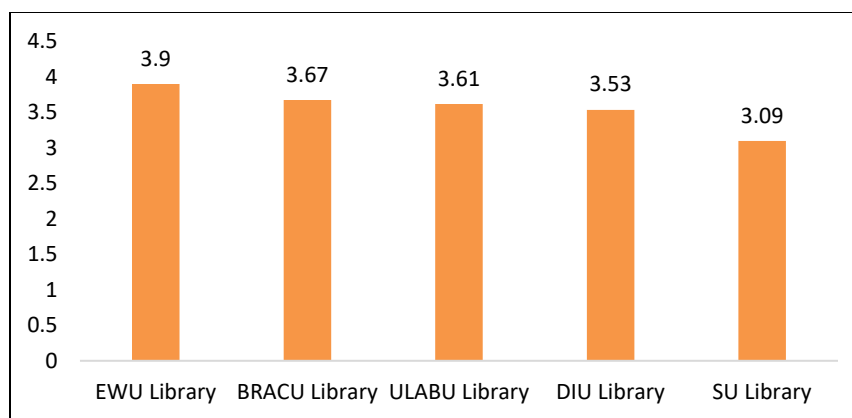


Fig. 2 (Satisfaction Average %)

The above Table IV and Figure 2 showcase the satisfaction average. After the ANOVA findings, it is observed that East West University library occupies the first position with the corresponding value of 3.9%, followed by BRAC University library (3.67%), ULAB library (3.61%), DIU library (3.53%), and SU library (3.09%), respectively. Figure 1 shows the factors and percentages of the selected libraries. The East West University library ranks first based on 4 factors with a representing value of 25%, followed by the BRAC University library, which ranks second based on 3 factors with a representing value of 23%, the ULAB library, which ranks third on 3 factors with a representing value of 20%, the DIU library, which ranks fourth on 3 factors with a representing value of 18%, and finally the SU library, which ranks fifth on 2 factors with a representing value of 14%.

## VIII. DISCUSSION

### A. Demographic Information of Library Professionals/Staffs

The study shows that among the library professionals, the male professionals occupy the highest position in this study, indicating that the females should come as professionals to dignify the parallel position next to their male counterparts. In respect of the present age group, most of the respondents are 31-35 years old, indicating that they are exploiting their expertise throughout the organization. In terms of joining age, most of the respondents have joined at the age of 26-30 years, indicating that early joining can reshape organizational behavior. The table also shows that most of the respondents were married.

Among the selected five private universities, the study depicts that most of the respondents participated from The Stamford University, followed by The East-West University, The Daffodil International University, The BRAC University, and The University of Liberal Arts Bangladesh respectively. The study also shows that the greater proportion of the respondents have occupied by the library officers followed by Assistant Librarian, Others, Library Assistant, Deputy Librarian, Junior Assistant Librarian, Library Attendant, Senior Assistant Librarian, and Librarian successively indicating that organizational behavior largely depends on the positions the employees hold. The

demographic profile also shows that in respect of professional degree management, most of the respondents have completed Bachelor's and Master's both indicating that professional degree could be another factor regarding organizational behavior. In terms of working experience, most of the respondents have 1-8 years of working experience, which indicates an influential factor regarding organizational behavior.

### B. Organizational Behavior: Factor Analysis

*From Structure-I:* Factor 1, it is observed that five items (2, 4, 5, 6, and 7) are loaded. They are as follows: "In this organization, we set very high standards for performance" "If you make a mistake in this organization, you will definitely be criticized", "People are proud of belonging to this organization", "The policies and goals of these organizations are clearly understood", "The goals I am supposed to achieve in my area are realistic". The loaded items indicate that organizational behavior can be influenced by the following aspects: performance standards, criticism for making mistakes, a sense of belongingness, clear policies and goals, and realism. Thus, an organization should focus on this issue.

*From Working Condition:* Factor 2, it is observed that five items (12, 18, 23, 24, and 27) are loaded. They are as follows: "Things often seem to be pretty disorganized around here", "Our productivity sometimes suffers from lack of organization and planning", "The standards in the organization do not usually demand the maximum effort of every individual", "There is not much encouragement to take on increased responsibility in this organization" and "I have had very little opportunity to say what I think about the goals and standards that are set for my work". The loaded items indicate that organizational behavior can be influenced by the following aspects: messy environment, lack of sound organization and planning, poor standards for demanding individual endeavor, less encouragement to increase responsibility, and no freedom of speech. Thus, an organization should be considered in this regard.

*From Reward and Warmth I:* Factor 3, it is observed that five items (15, 16, 20, 28, and 29) are loaded. They are as follows: "Management frowns upon your checking everything with



them. If you think you have got the right approach, you just go ahead”, “We have a promotion system that helps the best person rise to the top”, “Management sets challenging goals”, “In this organization, people are encouraged to initiate projects they think are important”, and “Good performance is recognized fairly quickly in this organization”. The loaded items indicate that organizational behavior can be impacted by the following perspectives: proper management, focus on the right approach, smooth promotion, challenging goals, individual preference for project initiation, and fair and quick recognition of good performance. Thus, an organization should concentrate on these matters.

*From Inter-Personnel Relation:* Factor 4, it is observed that six items (8, 10, 11, 13, 17, and 30) are loaded. They are as follows: “There is a feeling of pressure to continually improve our personal and group performance,” “There is not enough reward and recognition given in this organization for doing work,” “People in this organization don’t really trust each other very much,” “In this organization, I am given a chance to participate in setting the performance standards for my job,” “People in this organization tend to be cool and aloof towards each other,” and “I have a clear idea of what I am supposed to do in my job”. The loaded items indicate that organizational behavior can be impacted by the following perspectives: liability to develop personal and group performance, reward and recognition, trust, setting performance standards, maintaining cordial relationships, and own responsibility. Thus, an organization should take the necessary initiative to foster interpersonal relationships.

*From Reward & Warmth II:* Factor 5, it is observed that three items (14, 22, and 26) are loaded. They are as follows: “In this organization, people don’t seem to take much pride in the excellence of their performance”, “In this organization, performance is evaluated regularly against agreed upon goals and standards”, and “There is a lot of warmth in the relationships between management and other people in this organization” The loaded items indicate that organizational behavior can be impacted by the following perspectives: being normal in excellent performance, proper and regular evaluation of performance, and warmth in interpersonal relationships. Thus, an organization should offer more rewards and maintain healthy relationships in a corporate setting.

*From Structure II:* Factor 6, it is observed that six items (1, 3, 9, 19, 21, and 25) are loaded. They are as follows: “The assignments to this organization are clearly defined”, “We do not rely too heavily on individual judgment; almost everything is double-checked”, “Our philosophy emphasizes that people should solve problems by themselves”, “I very seldom sit down with my immediate boss to review my overall performance and effectiveness”, “In this organization, people are rewarded in proportion to the excellence of their job performance”, “The rewards and encouragement that you get usually outweigh the treats and criticism”. The loaded items indicate that organizational behavior can be impacted by the following perspectives:

clarified assignments, peer review of work, solving problems by oneself, self-esteem, and reward based on excellence in performance. Thus, an organization should focus on this issue.

#### *C. Final Factors Retained for Organizational Behavior*

From the Final Factors Retained for Organizational Behavior, it is observed that in terms of structure, 11 items loading in Structure-I and Structure-II factors are merged together. Perspectives found in Structure-I (performance standards, criticism for making mistakes, sense of belongingness, clear policies and goals, and realism) and Structure-II (clarified assignments, peer review of work, solving problems by oneself, self-esteem, reward based on excellence in performance) indicate that these two structures are similar in nature and focus on a sound organizational structure.

In terms of working conditions, five items are loaded, giving some perspectives to improve a messy environment: sound organization and planning; smart standards for demanding individual endeavor; more inspiration to increase obligation; and freedom of speech. In terms of reward and warmth, 8 items loading in Reward & Warmth-I and Reward & Warmth-II factors are merged together.

Perspectives found in Reward & Warmth-I (proper management, focus on the right approach, smooth promotion, challenging goals, individual preference for project initiation, fair and quick recognition of good performance) and Reward & Warmth-II (being normal in excellent performance, proper and regular evaluation of performance, warmth in interpersonal relationships) indicate that organizational behavior can be reshaped through building rapport among every individual working in the organization. In terms of interpersonal relations, six items are loaded, providing some perspectives to improve some systems to foster empathy among the employees toward each other.

#### *D. Organizational Behavior Rank versus Selected Private University Libraries*

From Organizational Behavior Rank versus Selected Private University Libraries, it is observed that East West University library ranks first on four factors, specifically “structure, working conditions, reward and warmth, and inter-personnel relations,” at the same time as EWU has the highest ranking on factor structure. In addition, BRAC University Library has been ranked first in structure, second on reward and warmth, and third on working conditions. ULAB Library ranks three factors, namely “reward and warmth, inter-personnel relations,” and working conditions.”

The position of DIU Library is somewhat in the middle because it ranks fourth on three factors, namely “structure, interpersonal relations, and reward and warmth.” Stamford University Library also has a fifth-ranking structure and working conditions. The above ranks indicate that the more

welcoming and pleasant organizational behavior, the more growth can be availed of by any organization. All influential factors help to reorganize and improve the working environment throughout the organization.

Organizational behavior is likely to have a big impact on how enjoyable a private university academic library is to work in, as we have seen throughout this study. Similar to this, the academic private university library staff needs to do a better job of making sure that librarians have enough opportunities to shape this organization's conduct.

## IX. RECOMMENDATIONS

Several recommendations are made for the selected private university library professionals. Assessing the overall success of any library will depend on how well its staff members develop their organizational behavior. Recommendations assist in various aspects:

*Planning for OB:* Planning is thinking about the activities required to achieve the desired goal for organizational behavior. It is the first and foremost activity to help in your own planning.

*Job Progress:* To conduct job progress on several initiatives, ensure that work progress is made, please more users, and be more efficient with less effort.

*Promotion:* Any communication designed to inform or reassure target audiences about the relative qualities of a given good, service, brand, or issue is referred to as promotion. It aids marketers in creating a distinctive position in customers' perceptions. The promotion seeks to increase interest, brand loyalty, and awareness. It serves as the foundation for a recommendation for a pay raise, termination, or promotion.

*Behavior Modification:* To function as the basis for behavior modification or improvement. A behavior plan is a form of library staff and patron contract that describes problem habits and the consequences of these problematic behaviors. It also records what happens if the patrons start to act constructively in the library.

*Input Result:* To give library staff input to achieve desired results.

*Human Capital:* Extending a list of human capital for management uses a database of available abilities in the library.

*Motivating:* Providing a counseling tool and motivating library team members to evolve and prepare for future growth

*Supervisor View for Employees:* To allow the staff to "know where they are" in the view of the supervisor and the librarian.

*Feedback:* To draw feedback from the personnel, according to Astrom & Murray (2021), "simple causal reasoning about a feedback system is difficult because the first system influences the second and the second system influences the first, leading to a circular argument. That makes reasoning based upon cause and effect tricky, and it is necessary to analyze the library system as a whole".

*Develop Job Culture:* To develop a job culture of frankness, trust, freely expressing ideas, humor at work, and honesty to reduce envy among library employees.

*Testing New and Innovative Ideas:* Learning in a hierarchical environment also reveals that experimentation with new and innovative ideas is confined only to the library's top-level employees.

*Guidance and Affirmation for Organization:* The managers and librarians should provide helpful advice, clarification, and affirmation to ensure that each person and community understand what their job is, what they expect to achieve, and what value they bring to the organization. Josh Bersin (2008) suggests that a strong recommendation and development "organization with the right behavior can educate employees throughout the organization about the value of learning and can implement pragmatic and efficient programs to make learning easy, relevant, and available". These efforts could help the library reduce employee resistance to change.

## X. CONCLUSION

As organizational behavior (OB) acts as an interface between human resources and organizations, libraries create the scope for their employees to play a significant role in attaining the goals and objectives and ensuring a sound workplace culture. For creating job opportunities, excelling in expertise, gaining proficiency, and achieving a vibrant outlook, libraries should prioritize structural factors addressing performance standards, practicality, proper evaluation, a sense of belongingness, and self-rectification. The library may instigate an individual's sense of responsibility, accountability, and sincerity toward assigned tasks. Working conditions are crucial for employee retention. For this study, 30 items representing various aspects of organizational behavior were taken into consideration for factor analysis. Several findings have been observed through factor analysis. This comprises six factors, among which four have been merged together. The merged factors are as follows: structure, working conditions, reward and warmth, and interpersonal relations. Every factor provided diverse perspectives regarding organizational behavior. These four vital factors are correlated in terms of different aspects of the organizational setting. Through factorial analysis, the study shows the current scenario of organizational behavior at five private universities in Bangladesh. The library of East West University ranks first in four factors (structure, working conditions, reward and warmth, and inter-personnel relations); the BRAC University Library ranks second in three factors (structure, reward and warmth, and working

conditions); the ULAB Library ranks third in three factors (reward and warmth, inter-personnel relations, and working conditions); the DIU Library ranks fourth in three factors (structure, inter-personnel relations, and reward and warmth); and the Stamford University Library ranks fifth in two factors (structure and working conditions). The study reveals that if all selected libraries want to come in an equal position despite competition for being superior, they need to encounter barriers to improve the existing situation of organizational behavior. The study suggests that the East West University library should focus more on retaining the current condition of organizational behavior; the BRAC University library should take necessary measures to foster inter-personal relations; the ULAB library should work on sound structure for organizational behavior; the DIU library should emphasize improving the current working conditions for better organizational behavior; and finally, the SU library should predominantly focus on reward and warmth and inter-personnel relations. It's difficult to generalize the findings from the responses from five private university libraries that have good and average organizational behavior, so a holistic research approach can be initiated on organizational behavior in the library sector in the near future.

## REFERENCES

- [1] Ahmad, J., & Habib, L. (2015). Leadership in Bangladesh's Corporate Culture: A Research Study on the Changes in Organizational Leadership and Culture in Bangladesh, *International Journal of Scientific and Engineering Research*, 6. Retrieved from <http://www.ijser.org>.
- [2] Alam, S.S., Tallha, M., Civanand, N.C., & Ahsan, N.M. (2005). Job satisfaction of university women teachers in Bangladesh, *Journal of Social Science*, 1(2), 88-91.
- [3] Ali, A., & Patnaik, B. (2014). Influence of organizational climate and organizational culture on managerial effectiveness: An inquisitive study *The Carrington Rand Journal of Social Sciences*, 1(2), 1-20. Retrieved from <https://www.academia.edu/8107622/>, Influence of Organizational Climate and Organizational Culture on Managerial Effectiveness: An Inquisitive Study (regression analysis and t-test).
- [4] Anderson, N., & West, M. A. (1998). Measuring climate for work group innovation: development and validation of the team climate inventory. *Journal of Organizational Behavior*, 19, 235-258.
- [5] Ansari, M. A. (1990). *Managing people at work: leadership style and influence strategies* New Delhi: Sage Publications.
- [6] Ashraf, M. A., Joarder, M. H. R., & Al-Masum, R. (2009). Job satisfaction of the employees in the mobile phone corporation in Bangladesh: a case study. *AIUB Journal of Business and Economics*, 8(1), 1-16.
- [7] Åström, K. J., & Murray, R. M. (2021). *Feedback systems: an introduction for scientists and engineers*. Princeton university press. Baker, E. (2015). The potential impact of positive organizational behavior on the library working environment: an introduction for library administrators *Advances in Library Administration and Organization*, 34, 1-28. DOI: <https://doi.org/10.1108/S0732-06712015000034001/FULL/XML>.
- [8] Bersin, J. (2008). *Josh Bersin's insights on corporate talent, learning, and HR technology*. Retrieved from <https://joshbersin.com/2008>.
- [9] Can, A., & Hawamdeh, S. (2013). Organizational justice and the intent to share: knowledge sharing practices among forensic experts in Turkey. *Journal of Information Science Theory and Practice*, 1(4), 12-37. DOI: <https://doi.org/10.1633/jistap.2013.1.4.2>
- [10] Igbaekemen, G. O., & Odvwri, J. E. (2015). Impact of Leadership Style on Organization Performance: A Critical Literature Review. *Arabian Journal of Business and Management Review*, 5, 1-7.
- [11] Igbinovia, M. O., & Popoola, S. O. (2016). Organizational culture and emotional intelligence as predictors of job performance among library personnel in academic libraries in Edo State. Nigeria *Journal of Information Science Theory and Practice*, 4(2), 34-52. DOI: <https://doi.org/10.1633/jistap.2016.4.2.3>
- [12] Islam, M. T., Habib, S. A., Ahmed, M. N., & Pandit, A.C. (2018). *Corporate ethics and financial crime in banks: Bangladesh's perspective* Bangladesh Institute of Bank Management. Retrieved from [https://www.researchgate.net/publication/328737612\\_Corporate\\_Ethics\\_and\\_Financial\\_Crime\\_in\\_Banks\\_Bangladesh\\_Perspective](https://www.researchgate.net/publication/328737612_Corporate_Ethics_and_Financial_Crime_in_Banks_Bangladesh_Perspective).
- [13] Kaifi, B. A., & Noori, S.A. (2010). Organizational Management: A Study on Middle Managers, Gender, and Emotional Intelligence Levels. *SSRN Electronic Journal*, 1(3), 13-23, DOI: <https://doi.org/10.2139/ssrn.1627835>.
- [14] Karim, N. H. A. (2008). Investigating the correlates and predictors of job satisfaction among Malaysian academic librarians. *Malaysian Journal of Library and Information Science*, 13(2), 69-88.
- [15] Kilmann, R. H., Saxton, M. J., & Serpa, R. (1985). *Gaining control of the corporate culture*. San Francisco: Jossey-Bass, Inc.
- [16] Litwin, G. H., & Stringer, R. A. (1968). *Motivation and organizational climate*, Harvard Business School.
- [17] Lukic, T., Dzamic, V., Knezevic, G., Alcakovic, S., & Boskovic, V. (2014). The influence of organizational culture on business creativity, innovation, and satisfaction Management. *Journal for Theory and Practice of Management*, 19(73), 49-57. DOI: <https://doi.org/10.7595/management.fon.2014.0027>.
- [18] Madrid, H. P., Totterdell, P., Niven, K., & Barros, E. (2016). Leaders' affective presence and innovation in teams. *Journal of Applied Psychology*, 101 (5), 673-686. DOI: <https://doi.org/10.1037/apl0000078>.
- [19] Mezbah-Ul-Islam, M. (2003). *Measuring the effectiveness of university libraries: A case study of Bangladesh* (Doctoral dissertation, North-Eastern Hill University). Retrieved from <https://www.semanticscholar.org/paper/measuring-effectiveness-of-university-libraries%3A-A-Mezbah-Ul-Islam/pdf>.
- [20] Moorhead, G., & Griffin, R.W. (2012). *Managing organizational behavior*, South-Western Cengage Learning.
- [21] Naser, M. A. (2008). *Education quality of private universities in Bangladesh: Faculty resources and infrastructure perspective* (Master's thesis, North South University). Retrieved from [http://www.mppg-nsu.org/attachments/119\\_Nasr\\_edu.pdf](http://www.mppg-nsu.org/attachments/119_Nasr_edu.pdf).
- [22] Neal, A., Griffin, M. A., & Hart, P. M. (2000). The impact of organizational climate on safety climate and individual behavior *Safety Science*, 34(1-3), 99-109. DOI: [https://doi.org/10.1016/S0925-7535\(00\)00008-4](https://doi.org/10.1016/S0925-7535(00)00008-4).
- [23] Newstrom, J. W., & Davis, K. (2002). *Organizational behavior: human behavior at work* McGraw-Hill.
- [24] Newstrom, J. W. (2007), *Organizational Behavior: Human Behavior at Work* (12<sup>th</sup> ed.), McGraw-Hill.
- [25] Nuruzzaman, M., and Talukder, H. K. (2016). Organizational justice and employee service behavior in healthcare organizations in Bangladesh: an agenda for research. *Bangladesh Journal of Bioethics*, 6(3), 10-24. DOI: <https://doi.org/10.3329/bioethics.v6i3.27614>.
- [26] Rahman, M. I., Saha, S., & Gurung, H.B. (2009). Where the job satisfaction of bank employees lies: An analysis of the satisfaction factors in Bangladesh. *The Cost and Management, Journal of ICMAB*, 34(3), 1-13.
- [27] Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior*. Pearson. <https://www.pearson.com/us/higher-education/product/Robbins-Organizational-Behavior-15th-edition/9780132834872.html>.
- [28] Saraf, V. (1995). *Leadership styles and their effectiveness in the management of universities in India* (Doctoral Dissertation, North-Eastern Hill University) Retrieved from <https://shodhganga.inflibnet.ac.in/handle/10603/61144>.
- [29] Schnake, M.E. (1983). An empirical assessment of the effects of effective response in the measurement of organizational climate *Personal Psychology*, 36, 791-807. Retrieved from <https://psycnet.apa.org/record/1984-11224-001>.
- [30] Stringer, R. (2002), *Leadership and Organizational Climate*, Prentice Hall.
- [31] Sultana, F., & Begum, B. (2012). Measuring the job satisfaction of female library professionals working in the health libraries in Dhaka City, *Eastern Librarian*, 23(1), 37-50. DOI: <https://doi.org/10.3329/el.v23i1.12117>.
- [32] University Grants Commission (2022). Retrieved from <http://www.ugc-universities.gov.bd>.

- [33] Verbeke, W., Volgering, M., & Hessels, M. (1998). Exploring the conceptual expansion within the field of organizational behavior: organizational climate and organizational culture *Journal of Management Studies*, 35(3), 302-329. DOI: <https://doi.org/10.1111/1467-6486.00095>.
- [34] Webometrics (2020). Ranking Web of Universities. Retrieved from [https://www.webometrics.info/en/Asia\\_Pacifico](https://www.webometrics.info/en/Asia_Pacifico).
- [35] Wikipedia (n.d.). Five laws of library science. Retrieved from <http://librarysciencedegree.usc.edu/resources/infographics/dr-s-r-ranganathans-five-laws-of-library-science>.
- [36] Yu, C., Yu, T.F., & Yu, C.C. (2013). Knowledge sharing, organizational climate, and innovative behavior: a cross-level analysis of effects *Social Behavior and Personality*, 41(1), 143-156. DOI: <https://doi.org/10.2224/sbp.2013.41.1.143>.
- [37] Yu, M., Qin, W., & Li, J. (2022). The influence of psychosocial safety climate on miners' safety behavior: a cross-level study. *Safety Science*, 150, 105719. DOI: <https://doi.org/10.1016/J.SSCI.2022.105719>.