STRESS MANAGEMENT AND JOB PERFORMANCE OF LIBRARIANS IN PRIVATE UNIVERSITIES, OGUN STATE

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Abstract

The research was on stress management and job performance of librarians in private universities in Ogun State. The study adopted the descriptive survey research design, with a population of 105 librarians; with a total of 100 copies of the questionnaire used for analysis. Total enumeration was used, with and adapted questionnaire as the research instrument. Data were analysed using percentages and means. The study found out that librarians in private universities in Ogun State had high level of job performance, and that librarians are actively exploring all available means (individual and organizational) to manage stress in their career and personal lives. However, the research recommended that librarians should be well motivated so they can perform their jobs optimally, as well as been encouraged to explore all means of managing stress, so they can be at their best always.

Key words: Job performance, Librarians, Motivation, Private universities, Stress management.

1. Introduction

Job performance refers to the level of success employees have in completing the tasks and responsibilities associated with their job. It can be evaluated by a supervisor or manager through various methods such as goal attainment, employee evaluations, and feedback from colleagues and customers. Usuka, *et al* (2020) proposed some factors that can impact job performance to include declarative knowledge, procedural knowledge and skills, and motivation; which can be further divided into job specific task proficiency, demonstrating effort, facilitating peer and team performance, communication task proficiency, supervision or leadership, management or administration. Improving job performance can be achieved through training, setting clear expectations, and providing positive feedback and recognition.

Declarative knowledge can be subdivided in to job specific task proficiency and demonstrating effort. Dietz, *et al* (2022) see job specific task proficiency as a particular skill or set of skills that are required for a specific job or profession. It is the level of expertise and knowledge that an individual has in a certain field and it is often a requirement for obtaining or performing a certain job. For example, a librarian would need proficiency in librarianship, while a nurse would need proficiency in administering medical treatments and procedures.

Demonstrating effort refers to showing that you have put in a significant amount of time, energy and resources into a task or project (Goerge, *et al*, 2022). This can include things like research, problem-solving, and collaboration. Demonstrating effort is often important in a library setting, as it can help to show that you are taking your responsibilities seriously and are committed to achieving success. Also, demonstrating effort can be important in a personal development context, as it can help to show that you are actively working towards self-improvement and growth.

For procedural knowledge and skills, they can be subdivided into facilitating peer and team performance, and communication task proficiency. Peer and team performance refers to the effectiveness of a group of individuals working together towards achieving a common goal. Team performance, Zhou, *et al* (2023) noted can be measured using several matrices like productivity, efficiency, communication; and some factors that

affect peer and team performance are team composition, leadership, communication, individual motivation. There are several ways to facilitate peer and team performance, including: clearly defining roles and responsibilities, communicating effectively, providing regular feedback, encouraging collaboration, recognizing and rewarding performance, providing training and development, encouraging a positive and healthy work environment. Communication task proficiency refers to the ability to effectively and efficiently complete tasks that involve communication, such as writing emails, making phone calls, or giving presentations. Aubrey (2022) noted that it includes skills such as clear and appropriate language use, active listening, and the ability to adapt communication style to different audiences. Improving communication task proficiency, for Al-Azzani (2012), can involve practices such as regularly reviewing and analyzing one's own communication, seeking feedback from others, and participating in training or development programs.

Motivation, according to Adenekan and Solomon (2022), is the act of providing a motive that causes a person to take an action. Motivation could be influenced by supervision/leadership and management/administration. Supervision refers to the act of overseeing or managing the work or actions of others.

Jwmaa, *et al* (2022) opine that this can include providing guidance, giving instructions, and monitoring progress to ensure that tasks are completed correctly and efficiently. Supervision can occur in a variety of settings, including workplaces, schools, and other organizations. Supervisors may be responsible for the performance of their subordinates and may have the authority to make decisions and take corrective action if necessary. Leadership is the ability to guide, inspire, and influence others towards a common goal or vision. It can take many forms and can be exhibited by individuals in a variety of roles, including managers. Effective leadership often involves clear communication, a strong sense of purpose, and the ability to motivate and empower others (Ünlü, 2023).

Management, according to Oche, *et al* (2021), refers to the process of planning, organizing, leading, and controlling resources (people, financial, material, and

information) to achieve specific goals. It involves making decisions, setting goals, and taking actions to achieve those goals in an efficient and effective manner. Management can be applied in various settings, including businesses, non-profit organizations, and government agencies. Administration refers to the management and organization of resources, tasks, and people in a business or organization. It includes planning, organizing, directing, and controlling the operations of the organization to achieve its goals and objectives (Nwokike, *et al,* 2019).

Administration can also refer to the group of individuals responsible for making and implementing decisions for an organization. Without mincing words, one can comfortably say that motivation, appropriate supervision and leadership, with the right management and administration will considerably lead to easy stress management. Stress management is the process of identifying, assessing, and addressing the sources of stress in an employee's life.

Some common techniques for managing stress include exercise, relaxation techniques such as deep breathing and meditation, time management and organization, and seeking support from friends and family. Additionally, Mustika, *et al* (2021) averred that it can be helpful to identify and change the thought patterns and behaviours that contribute to stress, and to make sure to take care of one's physical and emotional well-being through a balanced diet, adequate sleep, and regular medical check-ups.

Stress Management techniques can, according to Usuka, *et al*. (2019) and Paingrahi (2016), be categorized into: Individual and organizational. Individual stress management strategies include time management, setting priorities, delegating duties, amongst others; while organizational stress management strategies include proper definition of roles, addressing internal conflict, and motivation.

In view of the above, this research work seeks to investigate how librarians can manage stress properly in a bid to ensuring increased job performance.

The aim of the study is to investigate the influence of stress management on job performance of librarians in private universities in Ogun State. The specific objectives are to:

i.   examine the level of job performance of librarians in private universities in Ogun State;

ii.   identify the stress management strategies adopted by librarians in private universities in Ogun State

2. Literature Review

Stress Management

When an employee can no longer cope with the demands and pressures of the workplace, the body prepares for a phenomenon known as "fight or flight", a concept that was propounded by the father of stress, Hans Seyle in 1951. This concept believes that stress can be either harmful or useful to the human body (Usuka, *et al,* 2019). The positive aspect of stress ensures that it can help an employee to adjust, readjust, take actions and prepare to manage stressors. The negative aspects of stress entail that it can have hostile effects on the employee which is capable of causing severe ailments.

On the impact of stress on employee health, Jadoun, *et al* (2017) assert that stress accounts for 80 per cent of all ailments either directly or indirectly. Accordingly, stress can affect the level of librarians' occupational performance. Khan and Khurshid (2017) affirm that stress is causing reduced performance, reduced employee drive, deficiency of self-sufficiency, job uncertainty and to greater extent the employee's general welfare. It has been noted by Abdelrazek, et al (2017) that stress can affect the librarians' focus, their initiative ability, thereby causing depression, negative thinking and lack of attention in the job and wrong or delayed decision making. In principle, stress prone librarians or stressed librarians will perform less than average in their duties and responsibilities. Stress can affect job passion, effectiveness, efficiency, satisfaction, productivity, attitudes and interest.

Job Performance

For George, *et al* (2022), job performance has become a key indicator in determining an organization's likelihood of success or failure. The researchers aver that job performance simply refers to an employee's capacity to perform effectively in agreement with the job requirements to achieve the organization's goals and objectives. Job performance is defined by Igbinovia & Popoola (2016) as a set of workers' behaviours that can be observed, quantified, and assessed, and the behaviours must align with the organization's goals.

Job performance is also influenced by a combination of qualitative traits, such as an individual's abilities, competencies, motivation, and dedication (Jwmaa, *et al,* 2022). While Goerge, *et al* (2022) posited that personal discipline, communication skills, organizational training, and individual self-development are some of the other abilities required. As a result, digital literacy, or working knowledge of computers and the Internet, is required of 21st-century librarians to improve job performance. Digital technologies improve work performance, productivity, accuracy, and space efficiency in library services (Satpatht & Mahanan, 2021; Bilal, 2021).

Nwokike & Unegbu (2019) asset that reduced efficiency in services of the library, decline in prompt services and the misuse of resources as well as low turnout of research output are evidences of the librarians' low level of job performances. This situation, if allowed to persist may impinge negatively on the overall effectiveness of university libraries and academic culture of Nigerian universities (Igbinovia & Popoola, 2016)

Oche, *et al* (2021) showed that expectations of performance on a job are predicted by work-related behaviours of employees. The researchers identified that library management appraise work-related behaviours of employees in the library to ensure these are well managed. It is these work-related behaviours that turn into tangible job performances needed to meet the goals and objectives of the library. Presently, it is not clear if the librarians in the Nigerian universities have found a pragmatic means of improving their work-related behaviours to ensure effective performance on their job.
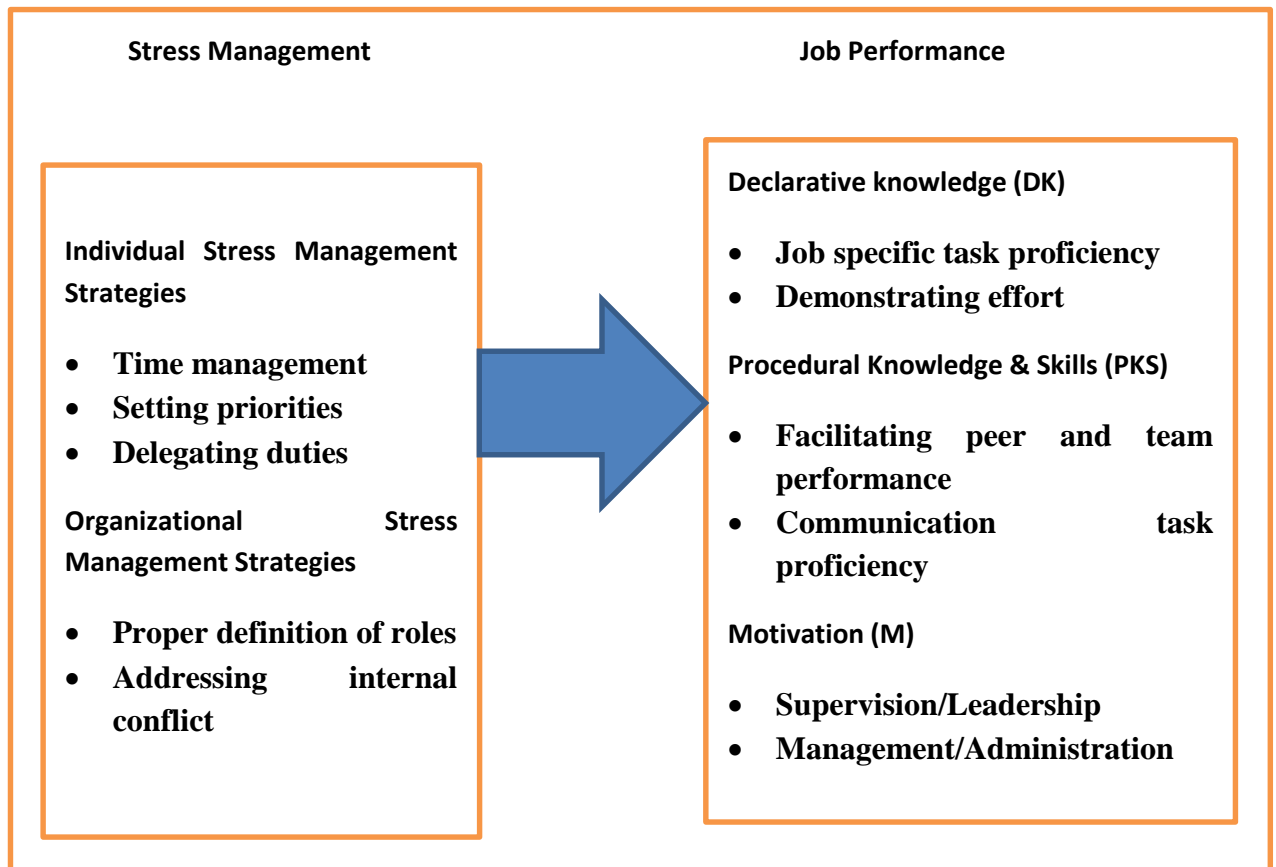
Stress management and Job Performance

Studies by Kihara & Mugambi (2018) show that counselling services, flexitime programmes, meditation techniques, and relaxation techniques strategies, all have effects on employees' performance explaining a variation of 91.1% and that there was a strong relationship between employees' performance and stress management strategies. The regression model also indicated that there was a positive relationship between employees' performance and the factor variables studies of relaxation techniques and counselling services.

For Soegoto & Narimawati (2017) stress management significantly influences employees' performance. Path coefficient = 0524 with (P= 0.000), this implies that good stress management behaviour of employees at a company is majorly shaped with commitment and love for the job, supported by good work relationships with peers; and based path coefficients as stress management among workers at a company increases, the level of performance also increases.

Enekwe*, et al* (2014) found out the relationship between female and male coping mechanisms during stress. The result shows that male and female bank employees will not significantly cope with stress management techniques in a Nigerian banking industry. It also shows that male and female bankers were found not to differ significantly on their stress management technique and that stress management is not gendered-sensitive or gender-centric.

Nnabuife, et al (2012) observed that job stress affects the health of female academics in Nigerian Universities. The health of female lecturers the intellectual output of female lecturers will continue to dwindle as a direct result of the absence of stress management programs in universities.

3. Conceptual Framework

Stress Management

Individual Stress Management Strategies

- **Time management**
- **Setting priorities**
- **Delegating duties**

Organizational Stress Management Strategies

- **Proper definition of roles**
- **Addressing internal conflict**

Job Performance

Declarative knowledge (DK)

- **Job specific task proficiency**
- **Demonstrating effort**

Procedural Knowledge & Skills (PKS)

- **Facilitating peer and team performance**
- **Communication task proficiency**

Motivation (M)

- **Supervision/Leadership**
- **Management/Administration**

Fig. 1: Conceptual Framework of Stress Management and Job Performance of Librarians

Relationship between the Conceptual Framework

When librarians are able to manage stress properly, using either individual stress management strategies or organizational stress management strategies, there will be an improved job performance; this is particularly true as the declarative knowledge, procedural knowledge and skill, and motivation would also generally lead to proper stress management. Invariably, an increase in one leads to an increase in the other.

When a librarian is able to manage stress at the individual level as well as the organizational level, it becomes easy to concentrate on the job descriptions as the declarative knowledge increases, such that there is job specific tasks proficiency and

there is a demonstration of efforts to want to give in one's best; same increased job performance goes for the procedural knowledge and skill, such as having peers who can facilitate good working environment and improved team performance, as well as having improved task proficiency; and such librarian is easily motivated to give in their best, which can arise from either the style of leadership or administration. Thus, the ability to manage stress at both individual and organizational levels enhances job performance as it leads to higher concentration assimilation, and understanding.

While variables for Stress Management were adopted from Usuka, et al. (2019) and Panigrahi (2016), the variables for Job Performance were adopted from Campbell (1990).

4. Methodology

This research will adopt a descriptive survey research design. The population of the study is the 105 librarians.

Library	Librarians
Babcook University Library	20
Bells University Library	12
Chrisland University Library	4
Christopher University Library	7
Covenant University Library	12
Crescent University Library	14
Crawford University Library	14
Hallmark University Library	3
McPherson University Library	7
Mountain Top University Library	7
Southwestern University Library	5
Total	**105**

Table 1: Study Population

The total enumeration will be adopted because of the manageable size of the population. The instrument for data collection will be an adapted questionnaire. The questionnaire will be distributed to the respondents and retrieved copies will be analyzed using Mean and Standard Deviation. All the private universities will be used for this.

5. Results and Discussions

Library	Librarians	Returned Questionnaire
Babcook University Library	20	18
Bells University Library	12	11
Chrisland University Library	4	4
Christopher University Library	7	7
Covenant University Library	12	12
Crescent University Library	14	14
Crawford University Library	14	13
Hallmark University Library	3	2
McPherson University Library	7	7
Mountain Top University Library	7	7
Southwestern University Library	5	5
Total	105	100

Table 2: Returned Copies of Questionnaire

Highest Academic Qualification	Population	Percentage (%)
PhD	9	9
MPhil	4	4
MLIS	39	39
BLIS	48	48
Total	100	100

Table 3: Highest Academic Qualification

Of the 100 respondents, 9 had PhD, 4 had MPhil, 39 had MLIS, while 48 had BLIS. This shows that all respondents were qualified librarians and fit to participate in the survey.

Table 4: Job performance of librarians in private universities in Ogun State

Items	VH	H	L	VL	x
Declarative knowledge (DK)					
Ability to catalogue	82	18	0	0	3.82
Ability to classify	38	47	15	0	3.23
Ability to charge and discharge library materials	92	8	0	0	3.92
Ability to render reference services	48	31	13	8	3.19

Ability to manage serials	51	37	4	8	3.31
I am punctual to my job	96	4	0	0	3.96
I am committed to my job	90	8	2	0	3.88
I prepare in advance	41	48	3	8	3.22
Average Mean					**3.57**
Procedural knowledge and skills (PKS)					
Inadequate staffing leads to increased work load	96	4	0	0	3.96
Uneven work load leads to frustration	64	32	3	1	3.59
Group co-operations lead to improved job performance	87	9	4	0	3.83
Work is less-tensed when tasks are communicated clearly	84	2	12	2	3.68
Conflicting job expectations reduces performance	91	9	0	0	3.91
Accepting challenging situations help me pass through them with ease	42	12	35	11	2.85
Average Mean					**3.64**
Motivation					
I work better with friendly superiors	96	4	0	0	3.96
My supervisor is at ease with me	63	21	7	9	3.38
Lack of supervisor's support and feedback leads to uncertainty	39	32	23	6	3.04
Bad organizational culture reduces job performance	86	12	2	0	3.84
Avoiding accountability reduces job performance	69	19	7	5	3.52
Favouratism reduces job performance	66	24	3	7	3.49
Average Mean					**3.54**

Criterion mean: 2.5

For declarative knowledge as a measure for job performance of librarians in private universities in Ogun State, all question items had mean values ranging from 3.19 to 3.96; and an average mean value of 3.57. For procedural knowledge and skills as measure of job performance, the librarians showed mean values ranging from 2.85 to 3.96; and an average mean value of 3.64. Similarly, for motivation as a measure of job performance, the librarians in private universities in Ogun State showed mean values ranging from 3.04 to 3.96; and an average mean value of 3.54.

A close look showed that all three metrics of measurement for job performance of librarians in private universities in Ogun State had average mean value greater than the criterion mean of 2.5. By implication, the study shows that librarians in private universities in Ogun State have high level of job performance. These findings agree with those of Jwmaa, et al (2022) who reported in their study that motivation, in the form of reward, compensation, incentive and customers, are sufficient to be used to

measure job satisfaction, and job satisfaction leads to increased job performance. Similarly, Aubrey (2022) noted that task design, task process, task condition, and learner factors are four factors than engagement during performing tasks that leads to efficiency in job performance.

Table 5: Stress management strategies adopted by librarians in private universities in Ogun State

Items	SA	A	D	SD	*x*
Individual stress management strategies					
Knowing what activities to perform a day helps me mentally prepared	97	3	0	0	3.97
I leave all assigned but unfinished jobs till the next day	12	32	39	17	2.39
Avoiding procrastination helps me manage stress better	31	8	45	16	2.54
I get the most important tasks done while leaving others to a later date and time	28	36	25	11	2.81
I make sure my physical, mental and emotional health is taken care of	11	29	24	36	2.15
I try to keep a balance between my work life and personal life	52	23	15	10	3.17
I work better when I have supportive colleagues	81	15	4	0	3.77
I sometimes delegate duties	43	35	18	4	3.17
Poor succession planning affects overall job performance	32	28	29	11	2.81
Average Mean					**3.0**
Organizational stress management strategies					
Work is less stressful when librarian knows what to do	91	7	0	2	3.87
Lack of feedback leaves me confused	89	11	0	0	3.89
Unclear channel of communication affects the output of my work	69	23	5	3	3.58
Fear of job loss causes stress	96	4	0	0	3.96
Fear of reduction in benefits causes stress	96	4	0	0	3.96
Merit is the standard measurement for rewarding librarians	34	31	10	25	2.74
Average Mean					**3.67**

Criterion mean: 2.5

Stress management strategies are generally divided into individual and organizational. For individual stress management, the metrics had mean values ranging from 2.39 to 3.97. Though there is an average mean of 3.0, the statement 'I leave all assigned but unfinished jobs till the next day' has a mean of 2.39 which is the only item with a mean lesser than the criterion mean of 2.5. But in general, the average mean of 3.0 is higher

than the criterion mean of 2.5. For organizational stress management, the mean values range from 2.74 to 3.96; and has an average mean value of 3.67 that is also greater than the criterion mean of 2.5.

The metrics of measurement of stress management by librarians in private universities in Ogun State had average means higher than the criterion mean of 2.5. This shows that librarians are actively exploring all available means (individual and organizational) to manage stress in their career and personal lives. The findings of Usuka, et al. (2019) showed that proper management of stress has a direct relationship with occupational performance. Also, Usaka, et al (2020) found out that when individual stress strategies and organizational stress strategies are managed properly, there will be a natural increase in contextual performance of librarians.

6. Conclusion and Recommendations

Job performance is germane to the survival of any organization, whether commercial or service organizations. For librarians to perform at their optimum, they must be able to have a relaxed mind, free from stress. Managing stress must be both at the levels of individual and organizational. The importance of managing stress cannot be over emphasized, as managing stress will directly increase job performance of librarians in private universities in Ogun State.

To these effects, the study recommends that librarians should learn how to embrace difficult moments when they happen in life, as this will help reduce the negative effects such challenges can cause tot their wellbeing. Librarians should be encouraged to take breaks at intervals, to enable them rest, even when they are unable to meet their daily target. They should learn to prioritize their physical, mental and emotional health

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