# Influence of Personal and Occupational Stressors on Job Performance of Library Staff in Private Universities in Oyo State - Nigeria

**Adekunle Emmanuel Oyadeyi (1), Omobolanle Seri Fasola (2), Taofeek Abiodun Oladokun (3)**

(1) Ajayi Crowther Univesity Oyo, Nigeria, oyadeyi.adekunle@gmail.com

(2) Ajayi Crowther Univesity Oyo, Nigeria, os.fasola@acu.edu.ng

(3) Lead City University - Ibadan, Nigeria, taofeekoladokun1@gmail.com

## Abstract

The study investigated the influence of personal and occupational stressors on job performance of library staff in private universities in Oyo State, Nigeria. A survey research method was adopted in the conduct of this study. The population of the study includes all library staff in private universities in Oyo State, Nigeria using total enumeration sampling technique. Questionnaire was the major instrument used for data collection. The data collected was analyzed using table of frequency, percentage counts and mean analysis. The study's findings revealed a significant correlation between personal stress, job stress and job performance. According to the findings, underachieving, financial problem, resentment, job insecurity, relationship and health issues are stress stimulants that contribute to personal stress among library personnel in private universities in Oyo State. While disrespect from library users, poor working conditions, working overtime, work overload, and using personal resources to work constitute major occupational stressors for library staff. These stressors are significantly correlated with absenteeism, low productivity, resignation, lateness, sleeplessness and alcoholism

**Keywords**: Personal stressors; Occupational Stressors; Job Performance; Library staff; Private Universities; Oyo State.

# 1 Introduction

The human resources in any organization is very important for the effective running of that organisation. Personnel in academic libraries can be categorized into professionals (Librarians) and para-professionals (Technical-support staff). Professional Librarians are those trained and educated to deal with information in a wide variety of formats and settings while Para-professionals refers to those personnel which offer support-services to professionals (Issa et al 2016).

Anasi (2020) observed that the current environment in which librarians operate is highly demanding as the digital environment has made the job of librarians to be more complex. Furthermore, the demands of a knowledge society have placed greater expectations on librarians to provide measurable outputs that justify the funding they receive while they must also strive to keep up with developments in the intellectual as well as the technological worlds in order to meet the increasingly dynamic needs of their clientele (Dina 2016).

The home front is another aspect of the library staff that cannot be overlooked. The home environment will influence the job performance of a library staff either positively or negatively depending on how the home itself is. A library staff with a peaceful, relaxed and conducive home environment will translate into a happy worker. The reverse will be the case if the home environment is not peaceful. A library staff's personal life will greatly influence how he/she carries out her duties at work, relationship with other colleagues and the general commitment to the organization at large.

As human beings and like professionals in other fields of human endeavors, librarians are prone to stress from various angles especially stress resulting from changes or complexity of their work roles and those in their personal lives. Ogunlana et al. (2013) submitted that the conditions under which the modern librarian has to perform his duties is capable of creating hardship and job stress. This is because a lot has changed in the library setting. Several constructs have been added to traditional librarianship and even the advent of ICT is a factor that has to be critically evaluated and come to terms with. With the emergence of new technologies, librarians have had to be more

creative in providing service in order to meet up with the changing times. This in itself is liable to cause stress.

Scott (2020) noted that any change that creates physical, emotional, or psychological discomfort is referred to as stress. As a result, stressors are objects, people, or situations that cause an individual to become stressed and activate his or her stress response system. Vine et al. (2016) were of the opinion that stress is mainly caused by individuals' perception that they lack the ability to cope with life demands or perceived threats to their well-being. Nwafor-Orizu (2016) also posited that individuals experience stress due to a perceived lack of time, resources, or knowledge required to achieve a given objective.

Ajala (2015), broadly categorized stressors into two; personal and occupational stressors. Personal stressors according to Ajala (2015), are events or conditions that occur in a person's life that may adversely impact on the individual's wellbeing such as family, intimate relationships, marriage, divorce, health and financial issues among others. On the other hand, occupational stress refers to the response employees may have when they are confronted with work demands and pressures that are not matched by their knowledge and abilities and challenge their ability to cope, caused by various occupational stressors like poor work organization, design and management, and unsatisfactory working conditions (Wang et al. 2017). Communications Workers of America (2019) reports that occupational stress and stressful working conditions have been linked to low productivity, absenteeism, and increased rates of accidents on and off the job.

The duties of library staff are multifarious, especially in private universities where a staff could be doing the work of three to four staff due to shortage of staff, while optimal productivity is required of her/him. The interplay between these two, coupled with a few other personal challenges can produce stimuli that can result to stress which can seriously hamper the expected performance of the library staff.  It is in line with this that this study seeks to examine the experiences of library staff in private university in Oyo State Nigeria.

Academic libraries are often beehives of activities consisting of information resources processing, information services to users and other sundry activities. The constant evolution of the information demands of library users and changes in technologies adopted in library services coupled with the need to meet the demands of various stakeholders can sometimes be

overwhelming thereby resulting in stressful situations for librarians. Indeed, observation and extant literature have shown that library personnel experience work-related stress due to work overload, poor staff welfare and unfavourable working conditions. However, the issue of stress management is rarely discussed in libraries as there are misconceptions about the nature of the job of librarians. With organisations now actively focusing on mental health and its attendance issues, it becomes imperative that the stress and stressors of library staff be examined. Therefore, this study examines how personal and occupational stress affects job performance of library staff in private universities in Oyo state with the aim of developing a workable stress management strategy. The main objective of this study is to examine what influence personal and occupational stressors have on job performance of library staff in private universities in Oyo State, Nigeria. In order to achieve the aim of the study, the researchers will seek answers to the following questions;

1. What are the personal stressors experienced by library staff in private universities?

2. What are the occupational stressors experienced by library staff in private universities?

3. What is the influence of personal stressors and occupational stressors on job performance of library staff in private universities in Oyo state, Nigeria?

## 2 Methodology

The survey research method of the correlational type was adopted in the conduct of this study. The population of the study include all forty-five (45) library staff in private universities in Oyo state, Nigeria. Since the population size is within a manageable range, total enumeration is adopted which means all of the population is included in the sample. The instrument used for data collection was a self-developed questionnaire based on existing literature. The research instrument was divided into four sections (A-D). Section A has items to collect the demographic data (academic qualification, current position, section of the library, gender, marital status and work experience) of the respondents. Section B and C have statements designed to test the occupation and personal stressors respectively affecting the respondents. Section D has statements designed to collect data on the perceived influence of stress on the job performance of the respondents. All the items in sections B to D were rated on a five – point Likert scale, that is; strongly agree (5),

agree (4), undecided (3), disagree (2), and strongly disagree (1). The questionnaire was administer online using Google form.

## 2.1 Analyzing Procedure

The data collected for the study was statistically presented and analyzed using descriptive statistics such as percentage count and mean. Kendall's tau-b and spearman correlation were also used for the correlation analysis. There are seven private universities in Oyo State, questionnaire was however administered to the six of the seven universities because the seventh university have just started operations. 45 responses were gotten from six universities. The names of the universities and their response rate are presented in the table below:

Table 1 - Distribution of Responses by Institution

| SS/N | Institution | Response | Percentage |
|------|-------------|----------|------------|
| 1 | Ajayi Crowther University | 25 | 56.6% |
| 2 | Atiba University | 2 | 4.4% |
| 3 | Dominican University | 2 | 4.4% |
| 4 | Kola Daisi University | 3 | 6.7% |
| 5 | Lead City University | 12 | 26.7% |
| 6 | Precious Cornerstone University | 1 | 2.2% |
| | **Total** | 45 | 100.0 |

Source: Field survey

## 3 Review of the Literature

The concept of stress as it relates to job performance has been a subject of discussion among experts in various fields for ages. Yaribeygi et al (2017) reported that scientists have been studying how stress affect bodily functions for more than fifty years. Tomiyama (2019) defined stress in as "a negative emotional experience accompanied by predictable biochemical, physiological, cognitive, and behavioral changes that are directed either toward altering the stressful event or accommodating to its effects". William (2018) posits that stress is a physical, mental, or emotional factor that causes bodily or mental tension. Stress is the physical, mental and emotional human response to a particular stimulus, otherwise called 'stressor'.

Stressors are objects, people, or situations that cause an individual to experience stress and activate their stress response system. Stressors are events or circumstances that lead to someone feeling that physical or psychological demands are about to exceed his or her ability to cope (Needlman 2009). In the words of Anisman et al. (2018), stressors can influence concentrations of brain cytokines, although the changes that occur may be distinct from those seen peripherally. Storlie (2015) observed that stressors can originate from both external and internal sources. External and internal stressor according to William (2018) can be triggered by environmental, psychological, or social situations and illness or medical procedure respectively. Ajala (2015) also categorized stressors to be personal and occupational. Personal stresses, according to him, are occurrences or conditions in a person's life that may have a negative impact on the individual's or their family's health or well-being, such as major sickness.

## 3.1 Causes of Stress among Professionals

Literature has identified several factors that can cause work-related stress such as Unhappiness at work, an excessive workload or too much responsibility, working long hours, poor management, unclear work expectations, or having no say in the decision-making process are just a few of them (Bridgeman et al. 2018). Others include' working under dangerous conditions, job insecurity and lack of career progression, facing discrimination or harassment at work, death of a loved one, divorce, loss of a job, increase in financial obligations. (Janiak et al. 2018). The import of these is that employees can become stressed due to various factors within and beyond their workplaces. The causes of stress (stressors) have therefore been categorized into occupational and personal stressors (Chatzigianni et al. 2018).

## 3.2 Personal stressors

Personal sources of stress have to do with non-work issues such as family and intimate relationships, marriage, divorce, health issues, financial problems, and raising children (Ajala 2015). Lee et al. (2005) studied personal stressors among students and reported future career plan (18.24), finance (17.91%), interpersonal relationships (11.15%), intimate relationship (7.43%), personal achievement and goal setting (5.41%) and family issues and parental conflicts, (4.05%) as personal stressors. In a study conducted by Larchick and Chance (1997) on Teacher

performance and personal stressors, communication with children, marriage, change in the relationship with spouse, child leaving or returning home, separation from children, maintenance for an elderly family member, depression, change in sleeping habit, financial planning, adjustment and assistance were personal stressors with high response rate.

Librarians also suffer from personal stressors. As reported in a study conducted by Lemu (2007), some librarians are stressed due to family responsibility, death of a spouse or loved one, financial problem, illness, pregnancy, and marital problems among others. Siamian et al. (2006) also reported that library staff are stressed due to frequent illness and burnout syndrome.

## 3.3 Occupational stressors

Cordes and Dougherty (1993) categorized occupational stressors into job characteristics and organizational characteristics. Job characteristics include role conflict, role ambiguity, and role overload. Role conflict occurs when an employee work expectations and what she/he think should be doing do not match up with the actual work. Role overload develops when employees either feel they lack the skills or workplace resources to complete a task or perceive that the task cannot be done in the required amount of time.

Vijahan (2017) in a study of job stress on job performance identified heavy workload, job insecurity, low remuneration, low morale and lack of recognition as some of the causes of stress in the workplace and these factors may also impinge on job performance. Private organisations in Nigeria are primarily profit oriented and this also shows in their management often leading to poor, stress inducing work conditions for their workers (Ukaegbu 2020). He identified overwork as a result of inadequate staffing as one of the ways private organisations operate in Nigeria. Being overworked is likely to lead to occupational stress.

A study conducted by Ogunlana, et al. (2013) also reported a high level of job stress among the librarians in South West Nigeria. The study identified factors such as physical demands, environmental conditions and mental demands as main causes of stress among librarians. Various other studies have also confirmed that there are many causes of stress in Nigerian university libraries such as unconducive working environments, lack of needed infrastructure, bad attitude of

library users, defective information services, insufficient funding among others (Ilo 2016; Dina 2016; Isebe 2015).

In addition to these, Shah (2015) submitted that, while the adoption of information technology in the library has led to diversified and improved services, it has also added to the pressure on professional librarians. This submission was also backed by the findings of Owolabi (2015) which show that 'technostress' is a significant factor that affects productivity of Nigerian academic librarians. Siamian et al. (2006) also observed that library personnel are stressed due to rapid technological change, knowledge explosion, financial challenges, lack of sufficient technical staff, constant changes in leadership that result in lack of clarity in expected tasks. Idem

3.4 Effects of Stress on Employee Performance

There is empirical evidence to show that stress have a significant impact on employee job performance. Ogunlana et al. (2013) found a significant relationship between stress and job satisfaction among professional librarians in Nigerian universities. In line with the findings of Adeeko et al. (2017) that employees who are satisfied with their jobs tend to perform excellently, stressed employee whose job satisfaction have been negatively impacted are likely to perform below expectation.

Similarly, Nwafor-Orizu (2016) posited that effective stress management strategy is required for librarians who are constantly engaged in library and information services, classroom teaching work in addition to research and publication demands. This means that occupational stress, if not well managed, can affect job performance negatively. Ilo (2016) concluded that when academic librarians fail to manage stress, the result is reduced productivity. The author therefore recommended that libraries should make provisions for adequate stress management as it is beneficial to both employees and the employer.

## 4 Findings

The findings of the study are presented with the following tables and analyses;

Table 2 provides a representation of the demographic characteristics of the respondents. Out of the forty-five (45) respondents, 2.2% (1) have Doctorate degree, 31.1% (14) have Masters Degrees, 44.4% (20) holds Bachelor degrees while 6.7% (3) and 8.9% (4) holds Higher National Diploma (HND) and National Diploma (ND) respectively. 6.7% (3) of the respondents are holders of secondary school certificate. Three respondents belong to three different career path, 57.8% (26) are in the Professional Librarian cadre 24.4% (11) are in the Library Officer while 17.8% (8) are Library. An analysis of the specializations revealed 4.4% (2) of the respondents are library Administrators, 6.7% (3) is in 'Acquisitions', 20.0% (9) are specialists in cataloguing and classifying, followed by experts in E-library and Automation services constituting 13.3%(6) while

55.6% (25) are in 'Readers Services' which comprise of 'Circulations'; Reference and Serial Services. Regarding Working Experience; 46.7% (21) have between 1 to 5 years of experience; 40.0% (18) have between 11 to 15 years while 11.1% (5) and 2.2% (1) have more have 6 to 10 years; and above 20 years working experience respectively. Analysis of the gender and marital status revealed more male 64.4% (29) than female 35.6% (16) and more married 80.0% (36) than single 20.0% (9) among the survey respondents. 51.1% (23) are between the ages of 26 – 35; 44.4% (20) are between the age brackets of 36 – 45, 2.2% (1) is above 45years while 2.2% (1) is up to 25 years of age.

Table 2 - Demographic Characteristics of the Respondents

| Academic Qualification | Frequency | Percentage |
|---|---|---|
| BLIS | 20 | 44.4 |
| HND, LIS | 3 | 6.7 |
| MLIS | 14 | 31.1 |
| ND, LIS | 4 | 8.9 |
| PhD | 1 | 2.2 |
| SSCE | 3 | 6.7 |
| **Total** | 45 | 100.0 |
| **Cadre** | | |
| Librarian | 26 | 57.8 |
| Library Officer | 11 | 24.4 |
| Library Assistant | 8 | 17.8 |
| **Total** | 45 | 100.0 |
| **Specialization** | | |
| Library Administration | 2 | 4.4 |
| Acquisition | 3 | 6.7 |
| Cataloguing and classifying | 9 | 20.0 |
| Readers' Services | 25 | 55.6 |
| E-Library/Automation Services | 6 | 13.3 |
| **Total** | 45 | 100.0 |
| **Marital Status** | | |
| Married | 36 | 80.0 |
| Single | 9 | 20.0 |
| **Total** | 45 | 100.0 |
| **Years Working Experience** | | |
| 1 - 5years | 21 | 46.7 |
| 11 - 15years | 18 | 40.0 |
| 6 - 10years | 5 | 11.1 |
| Above 20years | 1 | 2.2 |
| **Total** | 45 | 100.0 |
| **Gender** | | |
| Female | 16 | 35.6 |
| Male | 29 | 64.4 |
| **Total** | 45 | 100.0 |
| **Age** | | |
| Up to 25 | 1 | 2.2 |
| 26 – 35 | 23 | 51.1 |
| 36 – 45 | 20 | 44.4 |
| 46 – 55 | 1 | 2.2 |
| **Total** | 45 | 100.0 |

Source: Field survey.

Table 3 present the analysis of personal stressors experienced by Librarians. It is obvious that the most significant personal stressors experienced by librarian and library assistants are: 'financial constraint' (Mean Score= 4.13). Financial problem seems to be a general problem.

Financial stress according to Cambridge Credit Counseling Corp (2022) can lead to health issues like Heart Disease/Attack, Gastrointestinal Problems, Weight Gain/Loss, Eating Disorders, Diabetes, High Blood Pressure and Substance Abuse, which in turn affect our home life and career closely followed by 'frustrated whenever they could not achieve a set goal' (Mean Score= 3.89). Other personal stressors experienced by Librarians are: 'I feel that I have not achieved as I ought to' (Mean Score= 3.96); 'I resent whenever I am not too comfortable' (Mean Score=3.80); 'My employer could lay off staff anytime' (Mean Score= 3.31); 'I feel less concentrated' (Mean Score= 3.40); 'I constantly worry about the future' (Mean Score= 3.58). 'Feeling overwhelmed' (Mean Score=3.51), 'relationships issues' (Mean Scores= 3.11; 3.02; 2.96; 2.98), and 'health challenges' (Mean Score= 3.02; 2.98) as well as getting easily provoked or angered (Mean Score= 3.18). These stressors experienced by librarians may be unconnected to the coping mechanisms they may have developed overtime.

Table 3 - Personal Stressors

| Statement | SA | A | D | SD | U | Mean | Std. Dev |
|---|---|---|---|---|---|---|---|
| I feel worried whenever I have financial constraints | 31.1% (14) | 56.5% (25) | 8.9% (4) | 4.4% (2) | - | 4.13 | .757 |
| I constantly worry about the future | 11.1% (5) | 56.5% (25) | 15.6% (7) | 15.6% (7) | 2.2% (1) | 3.58 | .965 |
| I resent whenever I am not too comfortable | 17.8% (8) | 53.3% (24) | 20.0% (9) | 8.9% (4) | - | 3.80 | .842 |
| I get easily provoked and angered | 8.9% (4) | 20.0% (9) | 53.3% (24) | 15.6% (7) | 2.2% (1) | 3.18 | .886 |
| I don't have time for further studies. | 2.2% (1) | 11.1% (5) | 62.2% (28) | 24.4% (11) | | 2.91 | .668 |
| I feel that my career progression is slow | 20.0% (9) | 28.9% (13) | 40.0% (18) | 11.1% (5) | - | 3.58 | .941 |
| I feel that I have not achieved as I ought to | 24.4% (11) | 53.3% (24) | 15.6% (7) | 6.7% (3) | - | 3.96 | .824 |
| I feel frustrated whenever I could not achieve a set goal | 22.2% (10) | 57.8% (26) | 6.7% (3) | 13.3% (6) | | 3.89 | .910 |
| I have had a failed relationship in the past | 6.7% (3) | 26.7% (12) | 40.0% (18) | 24.4% (11) | 2.2% (1) | 3.11 | .935 |
| I have intimate relationship that is somehow demanding | 4.4% (2) | 20.0% (9) | 48.9% (22) | 26.7% (12) | - | 3.02 | .812 |
| I hardly get on with intimate relationship | 2.2% (1) | 22.2% (10) | 48.9% (22) | 22.2% (10) | 4.4% (2) | 2.96 | .852 |
| I don't like getting involved in intimate relationship | 11.1% (5) | 13.3% (6) | 46.7% (21) | 20.0% (9) | 8.9% (4) | 2.98 | 1.076 |
| The task of single parenting is exhausting | 13.3% (6) | 26.7% (12) | 26.7% (12) | 8.9% (4) | 24.4% (11) | 2.96 | 1.381 |
| I barely have time for other functions as a single parent | 2.2% (1) | 15.6% (7) | 33.3% (15) | 17.8% (8) | 31.1% (14) | 2.40 | 1.156 |
| The task of raising children as a widow/widower is challenging | 17.8% (8) | 20.0% (9) | 22.2% (10) | 11.1% (5) | 28.9% (13) | 2.87 | 1.486 |
| I feel less concentrated | 17.8% (8) | 24.4% (11) | 37.8% (17) | 20.0% (9) | - | 3.40 | 1.009 |
| I feel tensed and overwhelmed at work | 13.3% (6) | 37.8% (17) | 35.6% (16) | 13.3% (6) | - | 3.51 | .895 |
| I am physically challenged | 6.7% (3) | 15.6% (7) | 42.2% (19) | 31.1% (14) | 4.4% (2) | 2.89 | .959 |
| I have undisclosed personal health challenges | 6.7% (3) | 26.7% (12) | 33.3% (15) | 28.9% (13) | 4.4% (2) | 3.02 | 1.011 |
| My employer could lay off staff anytime | 22.2% (10) | 20.0% (9) | 31.1% (14) | 20.0% (9) | 6.7% (3) | 3.31 | 1.221 |
| I am not satisfied with my job | 15.6% (7) | 26.7% (12) | 28.9% (13) | 22.2% (10) | 6.7% (3) | 3.22 | 1.166 |
| I find it tasking meeting the professional demand of providing services and publishing papers as promotion criteria | 13.3% (6) | 26.7% (12) | 28.9% (13) | 24.4% (11) | 6.7% (3) | 3.16 | 1.147 |

Key: Strongly agree = **SA**; Agree= **A**; Disagree= **D**; Strongly disagree = **SD**; Undecided = **U**

Source: Field survey.

Table 4 present the occupational stressors experienced by library staff in the universities under study. The study Respondents strongly agreed 53.3% (24) and agreed 35.6% (16) that 'some library users are disrespectful' with a significantly calculated mean score of 4.38. This is closely followed by tiredness resulting from carrying books and other equipment; having no control over annual leave; poor working conditions with a calculated mean score of 4.13; 4.00; 3.91 respectively. Besides, inadequate staff (Mean Score= 4.02); providing resources close to deadline of a task (Mean Score= 3.93) and eventually using personal resources to work (Mean Score= 3.87); also constitute occupational stressors for library staff. Other stressors with significant mean score as presented in table 3 are: inadequate working tools (Mean Score= 3.49); recall from annual leave (Mean Score= 4.00); teaching responsibility (Mean Score= 3.42); annual increment not financially effected (Mean Score= 3.51); working with difficult colleagues (Mean Score 3.20); working overtime without due compensation (Mean Score= 3.71); working at weekend without due compensation (Mean Score= 3.64); salary arrears not paid after delayed promotion (Mean Score= 3.40). American Psychological Association (2018), listed low salaries, excessive workloads, few opportunities for advancement and not having enough control over job-related decisions as workplace stressors which tallies with some of the findings

Table 4 - Occupational Stressors

| Statement | SA | A | D | SD | U | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|
| I often feel stressed at work | 20.0% (9) | 33.3% (15) | 26.7% (12) | 13.3% (6) | 6.7% (3) | 3.47 | 1.160 |
| My responsibilities are not clearly defined | 13.3% (6) | 31.1% (14) | 31.1% (14) | 24.4% (11) | - | 3.33 | 1.000 |
| What I expect my duties to be do not match up with the work I am actually doing | 15.6% (7) | 28.9% (13) | 26.7% (12) | 20.0% (9) | 8.9% (4) | 3.22 | 1.204 |
| I don't have the required skills to complete a task | 2.2% (1) | 15.6% (7) | 44.4% (20) | 37.8% (17) | | 2.82 | .777 |
| There are limited resources to complete a task within a required time | 15.6% (7) | 40.0% (18) | 22.2% (10) | 15.6% (7) | 2.2% (3) | 3.42 | 1.138 |
| Resources are always provided very close to the deadline of a task | 33.3% (15) | 40.0% (18) | 13.3% (6) | 13.3% (6) | | 3.93 | 1.009 |
| The working condition at my place of work is not conducive. For example, poor lighting and hot temperature | 35.6% (16) | 28.9% (13) | 26.7% (12) | 8.9% (4) | - | 3.91 | .996 |
| There are no enough and adequate working tools to work with in my department | 26.7% (12) | 31.1% (14) | 15.6% (7) | 17.8% (8) | 8.9% (4) | 3.49 | 1.308 |
| Sometimes I use personal resources to work in order to meet deadline and to achieve set goals | 24.4% (11) | 46.7% (21) | 20.0% (9) | 8.9% (4) | | 3.87 | .894 |
| I have little or no impute on matters relating to my duties | 13.3% (6) | 22.2% (10) | 40.0% (18) | 24.4% (11) | | 3.24 | .981 |
| My senior colleagues are difficult to work with | 11.1% (5) | 20.0% (9) | 46.7% (21) | 22.2% (10) | | 3.20 | .919 |
| There is much pressure from my immediate supervisor | 8.9% (4) | 15.6% (7) | 56.6% (25) | 20.0% (9) | - | 3.13 | .842 |
| I do not have positive working relationships with coworkers | 6.7% (3) | 6.7% (3) | 51.1% (23) | 33.3% (15) | 2.2% (1) | 2.82 | .860 |
| My coworkers are difficult to relate with | 4.4% (2) | 11.1% (5) | 57.8% (26) | 26.7% (12) | - | 2.93 | .751 |
| My hours of work are not desirable | 8.9% (4) | 24.4% (11) | 42.2% (19) | 24.4% (11) | | 3.18 | .912 |
| My annual leave is largely determined by my employer | 42.2% (19) | 40.0% (18) | 4.4% (2) | 13.3% (6) | | 4.11 | 1.005 |
| I can be recalled before the completion of my annual leave | 42.2% (19) | 31.1% (14) | 13.3% (6) | 11.1% (5) | 2.2% (1) | 4.00 | 1.108 |
| I work overtime without due compensation | 28.9% (13) | 31.1% (14) | 26.7% (12) | 8.9% (4) | 4.4% (2) | 3.71 | 1.121 |
| I work at weekends without fair compensation | 22.2% (10) | 40.0% (18) | 22.2% (10) | 11.1% (5) | 4.4% (2) | 3.64 | 1.090 |
| Promotion opportunities are limited | 17.8% (8) | 20.0% (9) | 33.3% (15) | 17.8% (8) | 11.1% (5) | 3.16 | 1.242 |
| Promotions are usually delayed | 15.6% (7) | 35.6% (16) | 26.7% (12) | 11.1% (5) | 11.1% (5) | 3.33 | 1.206 |
| When eventually promoted, the salary arrears may not be paid | 26.7% (12) | 28.9% (13) | 15.6% (7) | 15.6% (7) | 13.3% (6) | 3.40 | 1.388 |
| It takes more years to be promoted | 24.4% (11) | 28.9% (13) | 24.4% (11) | 17.8% (8) | 4.4% (2) | 3.51 | 1.180 |

| | SA | A | D | SD | U | Mean | SD |
|---|---|---|---|---|---|---|---|
| My annual increment is not financially effected | 31.1%<br>(14) | 20.0%<br>(9) | 24.4%<br>(11) | 17.8%<br>(8) | 6.7%<br>(3) | 3.51 | 1.290 |
| There is no opportunity for short breaks during a typical work day | 13.3%<br>(6) | 22.2%<br>(10) | 31.1%<br>(14) | 26.7%<br>(12) | 6.7%<br>(3) | 3.09 | 1.145 |
| I have teaching responsibilities in the faculty besides my regular duties in the library | 22.2%<br>(10) | 20.0%<br>(9) | 37.8%<br>(17) | 17.8%<br>(8) | 2.2%<br>(1) | 3.42 | 1.097 |
| Some library users are disrespectful | 53.3%<br>(24) | 35.6%<br>(16) | 6.7%<br>(3) | 4.4%<br>(2) | - | 4.38 | .806 |
| I always feel tired after the day's work especially after carrying books and other equipment | 40.0%<br>(18) | 37.8%<br>(17) | 17.8%<br>(8) | 4.4%<br>(2) | | 4.13 | .869 |
| There are inadequate number of staff in my department | 44.4%<br>(20) | 24.4%<br>(11) | 22.2%<br>(10) | 6.7%<br>(3) | 2.2%<br>(1) | 4.02 | 1.076 |

Key: Strongly agree = **SA**; Agree= **A**; Disagree= **D**; Strongly disagree = **SD**; Undecided = **U**

Source: Field survey.

Table 5 presents how personal and occupational stressors identified in table 2 and 3 influenced the job performance of library staff. The survey respondents sometimes take permission to be absent from work (Mean Score= 3.56); they feel that they are not as productive as they should (Mean Score= 3.22) and consequently feels like leaving their present employer (Mean Score= 3.24). Other areas stress affect library staff are: coming late to work (Mean Score= 3.33); having difficulty sleeping at night (Mean Score= 3.29); having negative feeling towards work (Mean Score= 3.13) less energy at work (Mean Score= 3.00); feeling overwhelmed (Mean Score= 3.47) and feeling separated from the work environment (Mean Score= 3.11). Some of the respondents sometimes take alcohol to relieve themselves of their worries with a significant Mean Score= 3.04

Table 5 - Influence of Stress on Job Performance of Library Staff

| Statement | SA | A | D | SD | U | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|
| I have difficulty sleeping at night | 15.6% (7) | 24.4% (11) | 33.3% (15) | 26.7% (12) | - | 3.29 | 1.036 |
| I feel tired and sleepy at work | 6.7% (3) | 20.0% (9) | 40.0% (18) | 33.3% (15) | - | 3.00 | .905 |
| My concentration at work is low | - | 20.0% (9) | 51.1% (23) | 28.9% (13) | | 2.91 | .701 |
| I feel easily irritated and tense at work | 3.7% (2) | 24.4% (11) | 46.7% (21) | 24.4% (11) | | 3.09 | .821 |
| Sometimes, I have negative feelings towards work | 6.7% (3) | 26.7% (12) | 40.0% (18) | 26.7% (12) | | 3.13 | .894 |
| I feel less energy at work | 2.2% (1) | 28.9% (13) | 35.6% (16) | 33.3% (15) | | 3.00 | .853 |
| I think I am not as productive as I should be | 13.3% (6) | 33.3% (15) | 15.6% (7) | 37.8% (17) | | 3.22 | 1.106 |
| I dread coming to work most days | 6.7% (3) | 22.2% (10) | 48.9% (22) | 20.0% (9) | 2.2% (1) | 3.11 | .885 |
| I occasionally come late to work | 6.7% (3) | 44.4% (20) | 24.4% (11) | 24.4% (11) | | 3.33 | .929 |
| Sometimes, I take permission to be absent from work | 13.3% (6) | 46.7% (21) | 24.4% (11) | 13.3% (6) | 2.2% (1) | 3.56 | .967 |
| I feel overwhelmed by the day's activities | 13.3% (6) | 48.9% (22) | 31.1% (14) | 11.1% (5) | 2.2% (1) | 3.47 | .869 |
| I feel separated from the work environment | 4.4% (2) | 26.7% (12) | 44.4% (20) | 20.0% (9) | 2.2% (1) | 3.11 | .868 |
| I feel like leaving my present employer | 15.6% (7) | 28.9% (13) | 28.9% (13) | 17.8% (8) | 8.9% (4) | 3.24 | 1.190 |
| Sometimes, I take little alcohol to relieve my worries | 15.6% (7) | 6.7% (3) | 44.4% (20) | 33.3% (15) | | 3.04 | 1.021 |

Key: Strongly agree = SA; Agree= A; Disagree= D; Strongly disagree = SD; Undecided = U

Source: Field survey.

Table 6 shows that there is a significant positive relationship between personal stressors and job performance with correlation coefficient of 0.783 i.e. r = 0.783 and the p value (0.000<0.05) also show that the two variables considered are statistically significant.

Table 6: Correlation analysis of personal stressors with job performance

| | | Value | Approx. Sig. |
|---|---|---|---|
| Ordinal by Ordinal | Kendall's tau-b | .669 | .000 |
| | Spearman Correlation | .783 | .000 |
| Interval by Interval | Pearson's R | .690 | .000 |
| N of Valid Cases | | 22 | |

Source: Field survey.

Table 7 indicates that occupational stressors is significantly related to job performance with correlation coefficient of 0.705, (r = 0.783). The p value (0.000<0.05) also shows that the two variables considered are statistically significant

Table 7: Correlation analysis of occupational stressors with job performance

|  |  | Value | Approx. Sig. |
|---|---|---|---|
| **Ordinal by Ordinal** | **Kendall's tau-b** | .632 | .000 |
|  | **Spearman Correlation** | .705 | .000 |
| **Interval by Interval** | **Pearson's R** | .690 | .000 |
| **N of Valid Cases** |  | 22 |  |

Source: Field survey.

## 4.1 Discussion of findings

The broad objective of this study is to find out whether or not personal and occupational stressors had an influence on job performance. In order to achieve this aim, a few objectives were outlined and the discussion of findings follow the research questions asked. Based on the findings, there appears to be a clear indication of a positive correlation between personal and occupational stressors with job performance. The Spearman Correlation indicates that there is a significant positive relationship between personal and occupational stressors and job performance of library staff with correlation coefficient of 0.783 and 0.705, (r = 0.705; r = 0.783) respectively with the variables showing a statistically significant p value of (0.000<0.05)

Table 2 shows personal stressors such as inability to achieve as much as possible, financial constraints and discomforts as clear cases of personal stressors. Table 3 shows lack of respect from other members of the organisation, poor work conditions and tiredness, and overwork as a result of poor staffing as common sources of occupational stress among library staff in the universities studied.

The findings also show a positive correlation among the variables studied and job performance. This finding corroborates the report of Communications Workers of America (2019). According to the report, occupational stress and stressful working conditions have been linked to low productivity, absenteeism, and increased rates of accidents on and off the job. It also corroborates the findings of Vijayan (2017).

Private organisations in Nigeria are profit oriented and often have poor working conditions for their staff (Ukaegbu 2020) such as using one or two workers where there should be four or five, disregard of stipulated working hours under the labour law without benefit of overtime payment, salary arrears not being paid after delayed promotion under the guise of financial management at the expense of staff benefit, cancellation of leave and holiday periods or being recalled and not compensated.

Job insecurity also had a very high mean indicating that library staff in the private universities studied could be asked to leave at any time. A serious cause of stress as shown in table 3 was the lack or paucity of tools to work with and expectation of result from the employer. The findings of this study show that library staff in the private universities studied also have to grapple with the points mentioned above as shown in their responses. Such has been known to lead to poor job performance since there is an imbalance between the effort put into place and the reward obtained.

The study will be of utmost significance to the following

1. Library management: the findings of the study will be of significance to the library management as it would help them to be able to formulate policies that are worker friendly.

2. University management: the findings of this study would be useful to the university management in providing tools and resources that would reduce stress and improve performance.

3. Librarians' professional body: the findings would also be of significance to Librarians' professional bodies such as the Nigerian Library Association (NLA) and the Librarian Registration Council of Nigeria (LRCN) in the area of advocacy with employers on formulation of policies that encourage conducive working conditions for their members.

4. The organisation: the findings will be of significance to the organisation since it will enable the Human Resource Department be aware of what enhances and hinders performance and thereby reduce the rate of attrition.

# 5 Conclusion

The study has shown that library personnel in private tertiary institutions are prone to stress due to organizational and personal factors. Majority of them often face financial issues which is not unconnected with the economic situations in Nigeria. Rising inflation has significantly reduced the purchasing power of average salary earners, including library personnel in private tertiary institutions. In addition to this, the respondents do not feel secure on their job fearing they may lose their jobs at any time especially if the institution is not doing well. This is a real fear in a harsh economic climate like Nigeria where business often struggle to survive. There are also stressors at work which include the high work volume, lack of recognition and inadequate working tools. All of these have combined to reduce the level of job performance of the respondents.

While it is expected that employees should be professional and try to do their jobs to the best of their abilities, it is obvious that being constantly stressed would have a negative effect on job performance of library personnel in the long run.

# 6 Recommendations

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

1. University management should provide tools and resources that would reduce stress and improve performance.
2. Librarians should identify and learn to develop a strong response to stress by adopting some stress coping techniques like relaxing or taking short break after some work sessions, or ultimately get support from a professional psychologist.
3. Employers should introduce or strengthened their 'Employee Assistance Program' stress management resources like counseling could be made available for staff.
4. Library management should formulate policies that are worker friendly and written statement on stress management in the library.
5. Librarians' professional bodies should collaborate with employers in the area of advocacy on formulation of policies that encourage conducive working conditions and good welfare package for their members.

# References

Adeeko, Kikelomo, et al. *Job satisfaction and self-efficacy as determinants of job performance of library personnel in selected university libraries in South West Nigeria*. Library Philosophy and Practice, 2017.

Ajala, E. M. *Lecture material on Introduction to industrial social work*. Collection of University of Ibadan Distance Learning Centre, 2015.

American Psychological Association. *Coping with stress at work.* 2018, https://www.apa.org/helpcenter/work-stress. Accessed 25 may. 2022.

Anasi, Stella Ngozi. *Perceived influence of work relationship, work load and physical work environment on job satisfaction of librarians in South-West, Nigeria*. Global Knowledge, Memory and Communication, 2020.

Anisman, Hymie, et al. "Stressor Processes and Effects on Neurobiological Functioning". *The Immune System and Mental Health*. Written by Hymie Anisman, Shawn Hayley and Alexander Kusnecov. Academic Press, 2018, pp. 141-183.

Bridgeman, Patrick J., et al. "Burnout syndrome among healthcare professionals". *The Bulletin of the American Society of Hospital Pharmacists,* vol. 75, no. 3, 2018, pp. 147-152.

Cambridge Credit Counseling Corp. *Financial Stress and Your Health*., 2022, https://www.cambridge-credit.org/financial-stress-and-your-health.html. Accessed 15 may 2022.

Chatzigianni, Dimitra, et al. "Occupational stress experienced by nurses working in a Greek Regional Hospital: A cross-sectional study". *Iranian journal of nursing and midwifery research,* vol. 23, no. 6, 2018, pp. 450.

Communications Workers of America. *Occupational stress and the workplace.* 2019, https://cwa-union.org/national-issues/health-and-safety/health-and-safety-fact-sheets/occupational-stress-and-workplace. Accessed 15 may 2022.

Cordes, Cynthia L., and Dougherty, Thomas W. "A review and an integration of research on job burnout". *Academy of management review,* vol. 18, no. 4, 1993, pp. 621-656.

Dina, Toyin. "The effect of stress on professional librarians job performance in Nigerian university libraries." *Library Philosophy & Practice*, 2016.

Ilo, Promise Ifeoma. *Managing stress among librarians in selected university libraries in Ogun State Nigeria*. Library Philosophy and Practice, 2016.

Isebe, L. E. M. "Vandalism of information material in colleges of education in Delta State". *International Journal of Library and Information Science Studies,* vol. 1, no. 1, 2015, pp. 1-11.

Issa, A. O., et al. "Academic Library Staffing and Implications for Librarianship Practice in Kwara State, Nigeria". *Journal of Sociology,* vol. 8, no. 1, 2016, pp. 28-45.

Janiak, Elizabeth, et al. "Relationship of job role and clinic type to perceived stigma and occupational stress among abortion workers". *Contraception,* vol. 98, no. 6, 2018, pp. 517-521.

Larchick, Ron, and Chance, Edward W. "Teacher performance and personal life stressors: Implicacations for urban school administrators".*National forum of teacher education journal*, vol. 7, 1997, pp. 3-13.

Lee, Dong Hun, et al. "A Qualitative Assessment of Personal and Academic Stressors among Korean College Students: An Exploratory Study". *College Student Journal,* vol. 39, no. 3, 2005.

Lemu, A. Aliyu. "Stress management by library and information science professionals in Nigerian university libraries". *Samaru Journal of Information Studies,* vol. 7, no .2, 2007, pp. 5-11.

Needlman, Robert. "Adjustment and Adjustment Disorders". *Developmental-Behavioral Pediatrics*. WB Saunders, 2009, pp. 407-413.

Nwafor-Orizu, Obianuju Ejeagwu. "Stress management for academic librarians in Festus Aghagbo library Nigeria". *Library Research Journal,* vol. 1, no. 1, 2016, pp. 68-78.

Ogunlana, Emmanuel Kunle, et al. "Indices of job stress and job satisfaction among academic librarians in selected federal universities in South West Nigeria". *Annals of Library and Information Studies (ALIS),* vol. 60, no. 3, 2013, pp. 212-218.

Owolabi, Sola, et al. "Technostress, library staff and productivity: Ray on Landmark University Library". *Journal of applied information Science and Technology,* vol. 8, no. 1, 2015.

Scott, Elizabeth. *What Is Stress?* Verywellmind, 2020.

Shah, Mazid Ali. "Stress among library professionals: Can Vivekananda's philosophy teach to control over anxiety?". *Knowledge Librarian,* vol. 2 no. 4, 2015.

Siamian, Hasan, et al. "Stress and burnout in libraries & information centers". Nanyang Technological University, 2006.

Storlie, T. A. "Person-Centered Communication and Stress". *Person-Centered Communication with Older Adults.* Written by Timothy A. Storlie. Academic Press, 2015, pp. 109–129.

Tomiyama, A. Janet. "Stress and obesity." *Annual review of psychology,* vol 70, 2019, pp. 703-718.

Ukaegbu, Chikwendu Christian. "Working conditions and employee commitment in indigenous private manufacturing firms in Nigeria: managing business organisations for industrial development." *Journal of Modern African Studies,* 2000, pp. 295-324.

Vijayan, Mathangi. "Impact of job stress on employees job performance in aavin, Coimbatore." *Journal of Organisation and Human Behaviour* 6, no. 3, 2017, pp. 21.

Vine, Samuel J., et al. "An integrative framework of stress, attention, and visuomotor performance." *Frontiers in Psychology,* vol. 7, 2016, pp. 1671.

Wang, Xiaoxi, et al. Associations of occupational stressors, perceived organizational support, and psychological capital with work engagement among Chinese female nurses. *BioMed Research International,* 2017.

William, David R. "Stress and the mental health of populations of color: Advancing our understanding of race-related stressors". *Journal of Health and Social Behavior,* vol. 59, no. 4, 2018, pp. 466-485.

Yaribeygi, Habib, et al. "The impact of stress on body function: A review." *EXCLI journal,* vol. 16, 2017, pp. 1057.