STRESS MANAGEMENT AMONG PROFESSIONAL STAFF OF SPECIAL LIBRARIES: A CASE STUDY OF COUNCIL FOR SCIENTIFIC AND INDUSTRIAL RESEARCH (CSIR)

BY

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JULY, 2019
DECLARATION

I hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any university. All references used in the work have been fully acknowledged.

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DEDICATION

This thesis is dedicated to the Almighty God for being with me and seeing me through this work. I also dedicate this thesis to my loving and understanding husband, Mr. Emmanuel Baffoe, for his support throughout this programme. And also to my mother, Getrude Ocran, and siblings, Eric, Shadrach, Jane and Natasha for their support.
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To all the professional librarians of Council for Scientific and Industrial Research, I say thank you for your tremendous support and encouragement.

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ABSTRACT
Almost everybody has experienced stress at one point or the other. Stress, is referred to as a state of psychological and or physical imbalance resulting from the disparity between situational demand and the individual’s ability to meet those demands. The study looks at stress as is being experienced in special libraries in Ghana, with particular focus on the libraries of the Council for Scientific and Industrial Research.

The study objectives were to identify the main causes of stress among the professional staff of the thirteen libraries of the institutes of the Council for Scientific and Industrial Research, the effect of the stress on them and their work, and how stress is being managed by staff. The study adopted the Transactional Model of Stress and Coping Theory. This theory has two appraisals which is the primary and the secondary and also emotional-based coping.

To achieve the objectives of the study, the study used a qualitative survey research approach. A total of seventeen professional library staff from the thirteen libraries of the Institutes of the Council for Scientific and Industrial Research participated in the study. The main data collection instrument was interviews, and the gathered data were analyzed thematically.

The findings revealed that the library staff experienced different types of stress such as funding constraints, poor internet connectivity, publishing articles for career progression in addition to the library work, poor physical environments, transportation to work, bureaucracy at the work place and lack of recognition of work done. Some of the strategies staff used to manage stress included relaxing when tired, chatting with colleagues and taking annual leave.
The study concluded that professional library staff of the various institutes of the Council for Scientific and Industrial Research experienced various types of stress which made them less effective in fully utilizing their skills and talents. The study recommended the provision of adequate resources, and favorable working conditions for staff to reduce stress among staff and improve staff productivity.
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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

A lot of people experience stress in life. It could be in the short term from one-off projects, or long-term stress from a high-pressure career. Not only can this be profoundly unpleasant, it can seriously affect one’s health and work. However, it is possible to manage stress, if one uses the right tools and techniques. Stress can cause severe health problems and, in extreme cases, death.

Life in the 21st century is infinitely far more complex than it has ever been. Regardless of one’s status, level of intelligence or how privileged a person is, one is challenged sometimes by frustration, changes or conflicts. Although a certain level of stress is needed in life, stress is generally an experience which needs to be handled well.

Lazarus and Folkman (1984) defined stress as "a condition or feeling experienced when a person perceives that demands exceed the personal and social resources the individual is able to mobilize". This means that we experience stress if we believe that we do not have the time, resources, or knowledge to handle a situation. In short, we experience stress when we feel "out of control".

According to Sullivan & Decker (1992), stress is “the reaction of individuals to demand from the environment that possess threat”. It can be said that different people handle stress differently, in different situations. One can handle stress better if there is confidence in one’s abilities and if one feels that one has the help and support needed to do a good job.
Melgosa (1999) also defined stress as the body’s physical and psychological response to anything we perceive as overwhelming.

Stress has been grouped into four categories. They are eustress, distress, hyper stress and hypo stress. Eustress is a short-term stress that provides immediate strength. This stress arises at points of increased physical activities, enthusiasm and creativity. Eustress is a positive stress that arises when motivation and inspiration are needed. It raises the level of employee performance. Distress is a negative stress. It is brought out by constant readjustments or routine alterations. This stress affects job performance adversely and creates many types of physical, psychological and behavioral problems. There are two types of distress. They are acute stress chronic stress. Acute stress is an intense stress that arrives and disappears quickly. Chronic stress is a prolonged stress that exists for weeks, or even years. This type of stress is experienced by someone who is constantly relocating or contemplating job changes.

Another category of stress is the hyper stress. Hyper stress occurs when an individual is pushed beyond what he or she can handle. The overload or overwork leads to hyper stress. If someone is hyper stressed, even little things can trigger a strong emotional response. Hyper stress can lead to serious emotional and physical repercussions. Hypo stress is the opposite of hyper stress. Hypo stress occurs when an individual is bored by an unchallenged job, such as a worker performing the same task over and over. The effect of hypo stress is a feeling of restlessness and lack of inspiration.

There are certain conditions that make almost everyone successful. They include pressure from work, home and school. Melgosa (1999) states the following factors as the main causes of stress: fear, uncertainty, attitudes, perceptions and change. These
factors when not managed well may affect body physically, emotionally and the
behavior of a person. For this reason the need to manage stress.

Managing stress is very important to human life. Stress management techniques have
been shown to have positive effects on reducing stress. Stress management is a
continuous process of monitoring, diagnosing, and preventing excessive stressors that
adversely affects employees, managers, and productivity. Ways of managing stress
include keeping a positive attitude, accepting that there are events that you cannot
control, being assertive instead of aggressive and learning and practicing relaxation
techniques. Managing stress at work include the development of healthy responses,
establishing boundaries, taking time to recharge, learning how to relax and talking to
your supervisor when you do not understand issues at the work place.

Aina (2004) refers to a library as an organized collection of sources of information
and similar resources, which are accessible to a defined community for reference or
borrowing. He explained that library provides physical or digital access to materials,
and may be a physical building or room, or a virtual space, or both.

A special library is one type of library. Special libraries provide special information
resources on particular subjects to its patrons. The library provides resources to
support research. They serve limited and special patrons. Special libraries are found at
specialized environments such as hospitals, banks, museums and others. For an
institution to perform its functions, its collections must not only be books and journal
but other materials such as photographs, magazines, newspapers and audio-visual
materials. The library employs people who have been trained such as professional
librarians to manage the library.
A librarian is an information professional who has been trained in library and information studies and has Master in Information Studies or Library Science. The librarian is responsible for the organization and management of informational resources and to provide information for it users. In Ghana, Professional librarians have a minimum qualification of master’s degree in Information Studies. They are responsible for the management of staff, budget and resources, selection, development, cataloging and classification of library resources, promoting library’s resources to users and many more. The work of librarians are usually supported by paraprofessionals. In the Ghanaian context, Paraprofessionals usually have a first degree or diploma as their academic qualifications. They assist the work of librarians by shelving of library materials, assisting users in finding information, helping in the processing of books and among others. According to Okai (2015), ‘paraprofessionals also perform supervisory roles as well’.

The libraries of the Council for Scientific and Industrial Research (CSIR) are all special libraries. Council for Scientific and Industrial Research is the foremost science and technology organization in the country. The mandate of the Council for Scientific and Industrial Research is to pursue the implementation of government policies on scientific research and development. The research programmes cover a wide range of activities in the following areas: Industry, Agriculture, Agro-processing, Fisheries, Water Resources, Human Settlement Infrastructure, Environment, Health, Natural and Social Sciences. In pursuit of its mandate, the institute engages in activities that lead to the achievement of the following objectives: to coordinate research and development in the Council for Scientific and Industrial Research and other science and technology institutions nationwide and cooperate in the research efforts, to assist Government in the formulation of science and technology polices for the realization
of its developmental objectives, to develop, package and disseminate science and technology information.

The Council for Scientific and Industrial Research has thirteen institutes. Each institute has a library and the headquarters of the libraries is the Institute for Scientific and Technological Information (INSTI). This Institute is the centre of integrated scientific and technical information in Ghana which provides research, academic institutions and the industrial sector with resources and services designed to improve dissemination and access to indigenous and international scientific and technical information. These services apply to the other libraries of the institutes.

Library staff at the various institutes manage different types of information. This is because each institute has a different mission and vision; but they all do selection, acquisition, cataloguing and classification of library resources. The nature of the work, that is, managing and disseminating information to their patrons may cause stress to the library staff. According to Meyerson (1994) the term stress is widely understood to be emotion or a state in which a person experiences quick changes or development, and wherein the individual will also experience a range of other emotions such as anxiety, annoyance, hurt, desolation, excitement, and other intense emotions, and hence it is also viewed to be undesirable state.

Stress needs to be managed. Management of stress at the various libraries in the Council for Scientific and Industrial Research include developing healthy responses to both colleague staff and patrons, establishing boundaries in the library, learning how to relax and talk to one’s supervisor when one does not understand issues at the work place. If stress is not managed, it may affect the library staff’s work productivity and
other aspects of their lives. The consequence of stress may lead to headaches, ulcer, heart disease and a sudden death.

1.2 STATEMENT OF PROBLEM

In the 21st century context, stress is a costly business expenditure in the corporate world that affects both employee health and company profits. People live in a crowded, polluted and noisy society. Human being’s lives are at the mercy of deadlines because of modern technology. Mobile phones, faxes, computers, satellites and many more such inventions increase demands and pressures. Present day stress is not a unique problem because human kind has suffered stress since the dawn of human evolution. The American Institute of Stress (AIS), in 2017, listed 50 common signs and symptoms of stress, including frequent headaches, increased frustration, irritability, heartburn, nausea, and stomach pain.

According to Akussah, Dzandu & Osei-Adu (2012), occupational stress is an ever increasing public health hazard and an occupational risk factor. There is a growing concern around the world that, people work harder and longer while injury and illness rates associated with occupational stress continue to grow. Many workers experience higher levels of stress due to being overworked. This may include working long shifts, overtime and not taking vacation or paid time off even when available. A stressed worker is more likely to be thinking about his or her stress source and be less focused on the task at hand. Poor attention can lead to accidents, low productivity and injury.

Library staff have a lot of responsibilities and duties to perform and this could bring about stress. Library staff including staff at CSIR, manage the activities of the library
materials, assist users with their information needs and also build dynamic collections of the information resources based on the informational needs of the users. All these cause stress to library staff.

In 2009, the World Health Organization (WHO) released a strategy for addressing the growing stress epidemic around the world in the form of the Mental Health Gap Action Programme (MHGAP). This program, which has been used in over 50 countries seeks to increase mental health services especially in low- to middle-income countries and addresses depression and suicide prevention which are often related to stress. Considering the negative effects of stress on human being, one needs to manage stress. Library staff at Council for Scientific and Industrial research experience stress at the workplace which have negative effects on them and on their work.

Several researches have been done internationally by Hart (1990), Foot (1991), Murphy (1995), Rose (1997) on stress and stress management which focus on managers, residential care staff and others. In Ghana, few researches have been undertaken by Akussah, Dzandu & Osei-Adu (2012) and Dwamena (2012) which focus on workers of other institutions. Some have researched on stress management in different libraries, but has been done on the Council for Scientific and Industrial Research relating to stress management. That is why the motivation for this research to fill a void in the literature.

1.3 PURPOSE OF STUDY

The purpose of this study was to examine issues related to stress among professional staff of the thirteen institutes of the Council for Scientific and Industrial Research.
1.4 OBJECTIVES

The objectives of the study were:

i. To identify causes of stress among the professional library staff of the thirteen institutes of the Council for Scientific and Industrial Research.

ii. To find out the effects of stress among the professional library staff of the thirteen institutes of the Council for Scientific and Industrial Research.

iii. To identify strategies of managing stress among the professional library staff of the thirteen institutes of the Council for Scientific and Industrial Research.

iv. To make recommendation based on the findings of the study.

1.5 THEORETICAL FRAMEWORK

A theoretical framework is the ‘blueprint’ or guide for a research (Grant & Osanloo, 2014). It is a framework based on an existing theory in a field of inquiry that is related and/or reflects the hypothesis of a study. It is a blueprint that is often ‘borrowed’ by the researcher to build his/her own house or research inquiry. It serves as the foundation upon which a research is constructed. A theoretical framework guides the researcher not to deviate from the confines of the acceptable theories to make scholarly final conclusions. Eisenhart (1991) contends that the theoretical framework helps the researcher in considering alternative theories that might challenge his or her perspective, thereby enriching the strengths of the study. The theoretical framework, thus, aids the researcher in finding an appropriate research approach, analytical tools and procedures for his/her research inquiry. It makes research findings more meaningful and generalizable (Akintoye, 2015).
There are several theoretical frameworks on stress, management and stress management. The theories include Theory of Stress, Social Stress Theory, Transactional Model of Stress and Coping Theory, Stress Management Theory, X & Y Theory, Human Relation Theory. For the purpose of this research Transactional Model of Stress and Coping Theory would be used. This theory has two appraisals which is the primary and the secondary and also emotional-based coping.

According to Lazarus (1968) and Folkman, (1984) the fundamental proposition of the transactional model is the interaction of the person and the environment that creates a felt stress for the individual. Psychological stress refers to “a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being” (Lazarus & Folkman, 1984, p.63). ‘Stress is not a property of the person, or of the environment, but arises when there is conjunction between a particular kind of environment and a particular kind of person that leads to the threat appraisal’ (Lazarus, 1991, p.3)

Two appraisals, primary and secondary, are central to Lazarus’ cognitive theory of stress. With primary appraisal, when the individual is confronted with a new or changing environment, he or she determines the meaning of the event. The event may be perceived as positive/benign, neutral /irrelevant or negative/stressful in their consequences. If the event is appraised as negative/stressful then the individual further categorises it as harmful or threatening or challenging. Thus, the categories are:

Harmful – the assessment of damage already done by the event or situation.

Threatening – the assessment of possible future damage that may be brought about by the event or situation.

Challenging – the potential to overcome and even benefit from the event.
If an individual, A, determines that he or she has a stake in the encounter, such as meeting a deadline of writing a report at the office, the transactional model proposes that he or she engages in the secondary appraisal in order to change conditions perceived to be under desirable.

With secondary appraisal, the individual assesses his or her ability to deal with the event or situation. The individual assesses his or her internal and external resources to find out if the resources would be sufficient to meet the harm, threat or challenge of the event. When the harm or threat is perceived as high, way above coping abilities, substantial amount of threat is felt. According to Lazarus & Folkman, (1984) the subjective feeling of stress depends on the balance between the primary and secondary appraisal processes, that is, the appraisal of the event and one’s assessment on his or her ability to deal with the event.

Primary appraisal is important in the experience of stress among library staff of the thirteen institutes of Council for Scientific and Industrial Research. If the library staff’s appraisal of the work situation, that is, providing information to the institution’s researchers and other patrons of the library, writing reports and others are positive or neutral, then they do not experience stress. However, when they perceive the situation as negative or stressful, then secondary appraisal is initiated.

Responses to stress may include physiological, cognitive, emotional and behavioural consequences. Chronic or prolonged exposure to stress could lead to burnout as well as gastric ulcer, headaches, asthma, heart disease or sudden death.

Coping is expected to be consistent with a determination of whether anything can be done to change the situation (Folkman & Lazarus, 1985). Ultimately, the individual’s choice of a coping mechanism is determined by his or her perception of personal
control over a stressful situation. Personal control ‘reflects individuals’ beliefs at a
given point in time, in his ability to effect change in the desired direction on the
environment’ (Greenberger & Strasser, 1986, p.165). Coping outcomes at least
partially depends on the goodness of the fit between appraisal and coping (Lazarus &
Folkman, 1984). Coping include problem-based coping and emotional-based coping.

There are a lot of ways that the human body copes, one is problem-based. This
generally occurs when one has control over a particular situation and knows how to
manage the problem to get a positive outcome. With this kind of coping one develops
further skills to help cope with other situations in the future. For example, in an
instance where patrons come to the library with questions, seeking for information to
answer their request and the library has the needed information, the library staff
would have a sense of control over the situation because he or she knows the library
can provide the patrons with answers. The possible strategies include: defining the
problem, generating, evaluating alternative solutions, learning new skills to manage
stressor.

The emotional-based coping is relied on when one realizes that one has little control
over a situation because the source of the problem cannot be determined. It involves
gaining strategies for regulating emotional distress. This is when a person begins to
avoid particular situations, distancing oneself from events, or even seeking emotional
support from others around you.

1.6 SCOPE AND LIMITATION

The study was limited to Professional staff of the libraries of the thirteen institutes of
the Council for Scientific and Industrial Research.
1.7 SIGNIFICANCE OF STUDY

The findings of the research would serve as a guide to effectively address stress management. The findings of this research will be significant in policy formulation. It will help formulate stress management policies with regards to workload on library staff, work environment and work pattern of libraries. Other libraries will be covered by the same policy. This will help and guide professionals and paraprofessionals in their daily activities at the library.

The findings of this research will also help top management of the Council for Scientific and Industrial Research put measures in place to create ways library staff will not be over stressed all the time and give appropriate support in managing stress. The research will also be significant to library staff of Council for Scientific and Industrial Research in helping them identify what makes them stressed up and to inform them on what to do to manage stress in their daily activities such as becoming aware of their own strengths, weaknesses and needs, trying to build stress-reducing activities into their life, such as exercise, relaxation and hobbies. The findings will serve as a source of reference for researchers. The findings will contribute to knowledge in the field.

1.8 STUDY SETTING

Professional staff of the libraries of the thirteen institutes of Council for Scientific and Industrial Research was used for the study. According to the CSIR Annual Report (2016), the Council for Scientific and Industrial Research (CSIR) was established by NLC Decree 293 of October 10, 1968 amended by NLCD 329 of 1969, and re-established in its present form by CSIR Act 521 on November 26, 1996.
The Council for Scientific and Industrial Research is mandated to perform the following functions among others: to pursue the implementation of government policies on scientific research and development; to advise the sector Minister on scientific and technological advances likely to be of importance to national development; to encourage coordinated employment of scientific research for the management, utilization and conservation of the natural resources of Ghana in the interest of development; to encourage the national interest scientific and industrial research of importance for development of Agriculture, health, medicine, environment, technology and other service sectors and to this end to encourage close linkage with the productive sectors of economy; to coordinate all aspects of scientific research in the country and to ensure that the Council, the research institutes of the Council and other organization engaged in research in Ghana, coordinate and cooperate in their research effort (Wikipedia).

Currently, the Council for Scientific and Industrial Research (CSIR) is made up of thirteen (13) institutes, namely, CSIR - Animal Research Institute (ARI), CSIR - Building and Road Research Institute (BRRI), CSIR - Crops Research Institute (CRI), CSIR - Forestry Research Institute of Ghana (FORIG), CSIR - Food Research Institute (FRI), CSIR - Institute of Industrial Research (IIR), CSIR - Institute for Scientific and Technological Information (INSTI), CSIR - Oil Palm Research Institute (OPRI), CSIR - Plant Genetic Resources Research Institute (PGRRI), CSIR - Savanna Agricultural Research Institute (SARI), CSIR - Soil Research Institute (SRI), CSIR - Science and Technology Policy Research Institute (STEPRI) and CSIR - Water Research Institute (WRI).

Each of the thirteen institutes has a library, with the Institute for Scientific and Technological Information (INSTI) library designated the headquarters of the thirteen
libraries. The Institute for Scientific and Technological Information is the centre of integrated scientific and technical information in Ghana which provides public research, academic institutions and industrial sector with resources and services designed to improve dissemination and access to indigenous and international scientific and technological information.

Library staff in CSIR fall within two categories. We have the professionals and paraprofessionals. The various libraries publish annual report, conferences papers, technical reports and journal papers. The libraries have various divisions, including Electronics, Communication, Geospatial and Information Science, and Printing.

1.9 ORGANIZATION OF CHAPTERS

The study was organized into six chapters. Chapter one which is the introduction covered the background to the study, statement of the problem, purpose of the study, objectives, theoretical framework of the study, scope or limitation, significance of the study, setting and ethical consideration.

Chapter two focused on the literature review of the study. Publish and unpublished works will be reviewed on stress management in the world, African and Ghanaian views.

Chapter three dealt with the methodology which was used in the study such as research design, selection of cases, population, sample size, data collection instrument, data collection procedures and presentation of data and analysis.
Chapter four constituted data analysis and presentation of findings from the respondents. Chapter five covered discussion of major findings and chapter six provided the summary, conclusion and recommendations of the research.
2.1 INTRODUCTION

This chapter looks at existing works of relevance to the area of study. A literature review surveys books, scholarly articles, and any other sources relevant to a particular issue, area of research, or theory, and by so doing, provides a description, summary, and critical evaluation of these works in relation to the research problem being investigated. It uses secondary sources, and does not report new or original experimental work (Baglione, 2012). Literature reviews are a basis for research in nearly every academic field (Lamp, 2013). The literature review for this study was organized under the following themes: definition of stress, causes of stress, effects of stress, strategies of managing stress at work and strategies of managing stress among library staff in a special library.

2.2 DEFINITIONS OF STRESS

Stress is generally perceived to occur when demands on an individual is more than his or her ability to manage effectively. Understanding of stress has developed from both medical and psychological research. Originally it was viewed from an engineering perspective and seen as an external force on the person giving rise to strain and finally permanent damage. The concept of stress was first introduced in the life sciences by Seyle (1956). The term “stress” is applied to the total transaction between the stressor and coping resources in the interaction together, over time, so that one may speak of system being “under stress”. He defined stress as the non-specific response of the body to any demand. Stress is very natural and an important part of our lives, but many people fail to realize this. Moreover, stress can enhance a person’s motivation,
fulfillment, performance and personal attainment in the workplace (Matthewman, Rose & Hetherington, 2009). Stress is primarily a physical response. When stressed, the body thinks it is under attack and switches to ‘fight or flight’ mode, releasing a complex mix of hormones and chemicals such as adrenaline, cortisol and norepinephrine to prepare the body for physical action. This causes a number of reactions, from blood being diverted to muscles to shutting down unnecessary bodily functions such as digestion (Stress Management Society). Stress is a difficult concept to define because it has a unique, individual and subjective experience. Nevertheless, few people have defined stress in different perspective.

Stress is also defined as a continuous process that involves individual transacting with their environments, making appraisals of the situations they find themselves in, and endeavouring to cope with any issues that may arise (Fletcher, 2006). Fletcher (2006) explained that stress represents a situation where a person is under pressure and does not have sufficient ability to cope with it. He explained further that stress indicates a direct negative reaction both, for individual and organization by undermining the original goals attainment. According to Sullivan & Decker (1992) stress is defined as the reaction of individuals to demand from the environment that possess threat. Lazarus (1999) as cited by Lahey (2004) stated that stress is any event that strains or exceeds an individual’s ability to cope.

According to Stein & Cutler (2002), stress is defined as a complete reaction to one’s environmental hassles and pressure and conceived that, stress is an inevitable part of life that each person has to deal with. Lazarus (1966) defined stress as a physiological, behavioral and cognitive responses to events appraised as threatening or exceeding one’s coping responses and options. He went further to describe stress as a complex emotional phenomena that can be addressed from a number of different areas and that
every person has resources and skills available to them to deal with it. These skills are known as coping mechanisms. People develop coping mechanism both during early life and adulthood. Stress according to Mullins (2007) is defined as a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important.

Gannett health services (2010) defined stress as internal response to external events. In other words, stress is what the bodies and minds experience as they adapt to a continually changing environment. The response can be triggered by a positive experience such as falling in love or passing an exam with flying colours, or by negative experiences such as those daily hassles, a disappointment, an unexpected loss or a traumatic event. Job stress is a condition arising from interaction of people and their jobs and characterized by changes within the people that force them to deviate from their normal functioning. According to Warner (1996) stress is the physiological and psychological reaction which occurs when individuals meet a threat or challenge and the individual’s perception, whether consciously or unconsciously, that is beyond their immediate capacity.

From the above definitions it can be noted that stress disturbs normal functions of doing things, threatens the person and reduces skills and abilities. It also makes a person not to fit well within a particular environment and creates imbalance between job demands and their abilities to cope with demands. It affects a person psychologically as well as physiologically.
2.3 CAUSES OF STRESS

Stressors are agents that cause stress. Stress has positive and negative value. It is an opportunity when it offers potential gain. Some stress can be good, and some can be bad. Robbins et al (2007) said that challenge stress or stress associated with challenges in the work environment operates quite differently from hindrance stress, or stress that keeps from reaching goals. Stress is the emotional and physical strain caused by our respond to the world’s pressure. Melgosa (1999) defines stressors as environmental events or conditions that have the potentials to induce stress. There are some conditions that make almost everyone stressful at any point in time. They include pressure from work, home, school, isolation and hostile people. It is almost impossible to leave without stress. Stress can lead to physical disease and worrying.

Melgosa (1999) identified the following factors as the main causes of stress: fears, uncertainty, attitude, perception and change. Some physical fears that can cause stress are; dangerous machinery and exposure to toxic chemicals. Psychological fears associated with stress include failures. Uncertainty can cause stress in a person’s life. The change of job and the new locations of the work place may cause stress on a person. Life is full of uncertainty which is discomforting because humans are unable to tell or predict what will happen next. Uncertainty may cause feelings of being out of control which may cause stress.

A positive or negative attitude influences a person’s reaction to stressful situation. For instance, if a person feels his or her job to be worthless, he or she may see the problems encountered as challenges. For example, people’s attitude towards one another can cause stress whether at home or in the work place or at the market. How a person perceives a situation determines if it is stressful or not. Past experience and the
resources one has been exposed to affect the degree of stress one may experience. The degree of stress experienced will be affected by ones perception of his or her ability to meet a particular demand.

Changes in people’s lives bring about stress whether a positive change or a negative one. Change demands one’s adjustment to a particular situation whether one desires the change or not. At the work place, there could be strategic change or structural change which may bring about discomfort. Strategic change may cause organization to change it priorities which will put stress on the workers. The demands on the individual in the workplace reach out into the homes and social lives of employees. Long, uncertain or unsocial hours, working away from home, taking work home, high levels of responsibility, job insecurity, and job relocation all may adversely affect family responsibilities and leisure activities.

In the face of stressors some individuals have great tolerance for stress and do well while others have little level of tolerance and become paralyzed when faced with stressors (Jin & Radhakrishnan, 2013; Iqbal & Kokash, 2011). Employees experience and feel stressed due to a set of various reasons and therefore the reactions of stress at the workplace are not a separate aspect. (Fairbrother & Warn, 2003). Stress can arise because of transitions made in our personal lives. Personal factors contribute to stress such as domestic problems in the house like losing loved ones, financial problems and divorce. The family issues, personal economic problems, and inherent personality characteristics encompass the employee’s personal life. Both the family duties and individual’s official work are affected. It is said that people hold family and personal relationships such as marital difficulties, the breaking relationship, and discipline troubles with children as the result of stress. These sorts of relationship problems degrade work performance.
Some organizational factors can be considered as stressors. This stress mostly depends on the types of job and specification of works. High stress jobs are the kind of jobs that require plenty of time and therefore put the employees under the pressure of work. It is also notable that often, the employees suffer from poor working situation, if the work is performed in an unpleasant environment (Bloisi et al., 2007). Poor organizational factors cause stress among the employees such as pressures to avoid errors or complete tasks within a limited time, work overload, a demanding and insensitive boss and unpleasant coworkers and so on. It has categorized these factors around task, role and interpersonal demands. Task demand factors are related to a person’s job. It includes the design of the individual’s job, working conditions, and the physical work layout. Role demands relate to pressures placed on a person as a function of the particular role he or she plays in the organization. Role conflicts create expectations that may be hard to reconcile or satisfy. Role overload is experienced when the employee is expected to do more than time permits. Role ambiguity is created when role expectations are not clearly understood and the employee is not sure what he or she is to do.

A report in a study indicated that ‘high workload’ (15.1%) was recognized as the most widespread perceived source of occupational stress. The title of this study was examining occupational stress, sources of stress and stress management strategies through the eyes of management consultants: A multiple correspondence analysis for latent constructs. This study was conducted among management consultants with the sample size of 39. Moreover, the authors of this study further analysed the data and found out that differences between the two gender groups were not major among the management consultants (Humboldt et al., 2013).
Spark & Cooper (1999) conducted a research using sample study of 7,099 employees from 13 different companies and occupations. They reported a significant statistical assembly between workplace factor and negative symptoms of health or disorder of mental situation such as, anxiety, depression and irritation. Employees usually feel stress at their jobs due to the following reasons: work overload, misuse of power, inadequate decisions or leader behavior and overcrowd, noise.

In a study conducted in some universities, the result showed the „career expectations” was specified as a best-fit explanation for source of occupational stress. Insufficient funding and resources, work overload, poor management practice, job insecurity and insufficient recognition and reward have all been identified as five major sources of stress (Gillespie et al., 2001). Bunge (1998) pointed out that a feeling of not having adequate resources to meet a demand can be an occasion of worry. He explained further that managing the amount and nature of stress in one’s life consist of attempting to achieve a balance between challenges and demands of one’s life and the resources available to meet these challenges.

Psychologist have propounded a number of sources of stress to include: workload, crowding, unfavorable working conditions, role conflicts, pressure, life event and daily hassles, role ambiguity, unpleasant social relationships, personality type, career prospects, social support, responsibilities and so on (Okai, 2015). According to the American Psychological Association, the top stressors for people in the workplace, in order of importance, are: Low salaries (43 percent), Heavy workloads (43 percent), Lack of opportunity for growth and advancement (43 percent), Unrealistic job expectations (40 percent) and Job security (34 percent).
Different aspects of the daily life and the library profession in particular can create stress. The sources of stress of library staff include lack of training, inadequate physical facilities, lack of budget or resources, workload, inadequate technology and equipment, lack of positive feedback and many more. Different events are responsible for stress in the library. According to Raja (2011), sources of stress in the library profession are technological change, changing the library environment, reducing staff strength. Technostress is another word for computer-related stress. It affects both staff and users of the libraries. Causes include information overload, poor user interfaces, hardware and ergonomic problem. He further went on to say changing the library environment means getting new technologies to meet the demand of new needs of library users.

Poor internet connectivity is another cause of stress at the workplace. Poor internet connectivity is an issue resulting from limited bandwidth due to the absence of appropriate infrastructure to deliver quality mobile services in developing countries (Shrestha et al., 2010). People have problem connecting to the internet because the internet connection is not strong. Austin & Bradley (2005) indicated that accessing and utilizing information and communication technology (ICT) is technically much easier when one has a broadband internet connection. But this is not so in most of the workplaces and it affect performance. According to Hassler & Jackson (2010), this limitation affects the users in accessing the internet effectively and satisfactorily. This causes stress on the few staff in the library. This brings about low productivity in the library. In the case of library materials, there has been, not only internal competition between serials and other formats, but also external competition from automation and other electronic needs. He also said reducing staff strength also causes stress in the
library. This means there will be a lot of work to be one but there would not be enough staff to do the work.

In Ghana, (Akussah et al., 2012) researched on stress and coping mechanisms among works of the Public Records and Archives Administration Department (PRAAD) Headquarters. It was revealed that, out of 21 stress factors, the whole staff scored above the median of 3, on 20. Lack of performance based reward (promotion or recognition) schemed 3.43, revealing the most stressful factor. According to the study this was evident in most Ghanaian public service organizations. According to Huprich (2007), the top ten sources of stress for public services librarians are patrons, workload, and feelings of inadequacy, lack of positive feedback, non-reference duties, fragmentation, physical environment, scheduling, equipment problems and a lack of resources.

Transportation to workplace is another cause of stress. Workers spend quite a long time to get to work which made them stressed. Catanese (1972) stated that urban commuters spent a sizable proportion of their day travelling between home and work making transportation environment one that may exert pervasive effects on their lives. According to Turner, Layton & Simons (1975) traffic situations, especially during rush hours, were potentially stressful because of delays they imposed and the hostility they sometimes provoked.

2.4 EFFECTS OF STRESS

Roy (2005) maintains that though the positive aspects of stress are considered good and improve performance, high level of stress adversely affects the performance of most important tasks and contributes to falling performance rates. Bamber (2011)
observed that occupational stress results in loss of huge amounts of money through employee’s absence from work as a result of sickness, low staff morale, poor time keeping, decrease in productivity, increased industrial conflicts, replacement costs and many more. According to Cox, Griffiths & Leka (2003) stress manifests itself among employees in several ways. Some of these are increased absenteeism, job turnover, lower productivity and mistakes on the job. Blackwell (1998) stated a number of ways that the effect of stress can manifest itself. These effects have been grouped into financial cost on job and employees, physiological, psychological and behavioral.

The financial burden of job stress on employers can be in the form of health care costs, periods of disability, absenteeism, job turnover and poor productivity and it is believed that in the United State of America (USA) about 40% of job turnover is due to stress (Hoel, Sparks & Cooper, 2001). The cost of stress to organizations in the form of absenteeism, medical expenses and cost of productivity has been estimated to fifty (50) to seventy-five (75) billions of dollars per year according to Garish (1987) cited by Acquaye et al (2012). A research carried out by Travers & Cooper (1993) stated that it cost the average UK company about ten thousand (1,000) employees for stress related diseases, seventy-three thousand (73,000) lost of working days and forty-two (42) deaths of employees yearly and over £2.5 million lost of productivity each year. Unrealistic demands, lack of resources and constraints on employees lead to stressful workplaces and can negatively affect performance (Sinha & Subramanian, 2012).

It is estimated that 300 billion dollars is lost in the United States economy each year to workplace stress that is preventable (Lu, Shiau, & Cooper, 1997). According to them, 50% of all absenteeism and 40% of all turnovers were caused by occupational stress and 5% was estimated as the total labour force which accounted for reduced
productivity in the country that suffered from preventable stress. According to Halkos, & Bousinakis (2010), reduced productivity, mistakes, low quality work and absenteeism are signs of a stressed employee. The present physical and psychological impairment on human life is an abnormality from the effects of stress (Fernando, 2010). The effects of stress affect both the organization and the individual in different ways. It is the mind that leads to certain psychological effects of stress.

Some of the psychological effects include mood swings, irritability, resentment, feeling of powerlessness, low self-esteem, lack of interest in activities, unhappy feeling, anxiety and many more. It gets even more complex because many psychological effects of stress become deeply ingrained in the nervous systems. Emotions such as anger, rage, grief, anxiety from unfulfilled deadlines, or fear of failure can manifest themselves in the form of a psychosomatic illness. For example, suppression of anger has been linked to breast cancer.

The effect of stress can affect a person’s behavior. Behavior changes when one is stressed. It changes how a person does things or goes about the normal duties. Overeating or under eating, angry outbursts, drug or alcohol abuse, tobacco use, social withdrawal and exercising less often are some of the effects of stress on behavior. Stress can affect life style choices such as smoking and alcohol consumption. These choices also act as predisposing factors of hypertension (WHO, 2013). Work-related stress among employees can lead to various adverse outcomes including low job satisfaction, early retirement and absenteeism. Job satisfaction is an internal state of the mind of an employee and positive and negative thought towards the job (Wen-Hsien, Ching, Ying-Yang & Ronga-Da, 2009). It is an employee’s feeling towards the work environment and these include the job itself, supervisor, work group, organization and life. An increase in work-related stress contributes to early
retirement. Workers decide to take early retirement because of high work pressure and low job satisfaction.

Stress also has effect on a person’s health. It adversely affects blood pressure (Owolabi et al, 2012). It increases heart rate, cardiac output and blood pressure of an individual which eventually will lead to hypertension (Kessler et al, 2010). Research done on health effects of stress classified the relationship between stress and blood pressure into three categories, namely, environmental, psychological and physiological (Cohen, Keessier & Gordon, 1995). Prolonged exposure to workplace stress will negatively affect job performance by reducing interest in work activities and initiatives and can lead to physical ill health and psychological symptoms of distress (Spurgeon et al., 2012). Many employees struggle with stress, in worst cases leading to uncertainties and severe impairments on health and performance. The main situations that generate stress according to the study are likely uncontrollable, unpredictable, and some are not known. But alternatively there are several resources available which can help the employees to manage their stressors such as personal awareness in coping skills, time management, assertiveness and ways to higher up self-confidence.

2.5 STRATEGIES OF MANAGING STRESS AT THE WORKPLACE

According to Michie (2002), the workplace is an important source of both demands and pressures causing stress, and structural and social resources to counteract stress. He further went ahead to say that workplace factors that have been found to be associated with stress and health risks can be categorized as those to do with the content of work and those to do with the social and organizational context of work.
Those that are intrinsic to the job include long hours, work overload, time pressure, difficult or complex tasks, lack of breaks, lack of variety, and poor physical work conditions (for example, space, temperature, light). Managing stress is very important. Stress can be either in the workplace, home or anywhere one finds him or herself. Therefore, stress needs to be managed to avoid further problems. Perceived control is one of the most effective manners in which one can cope with high stress (Whitman, Spendlove, & Clark, 1984).

Coping is a person’s constant efforts in thought and deed to manage exact demands appraised as challenging and empowering (Lazarus, 1993). Stress management intervention is defined as techniques that are designed to help a person modify his or her appraisal of stressful situations or deal more effectively with the symptoms of stress. Ways of managing stress include keeping a positive attitude, accepting that there are events that you cannot control, being assertive instead of aggressive and learning and practicing relaxation techniques. Other ways of managing stress include exercising regularly, eating healthy and well-balanced meals and learning to manage your time more effectively.

As stated earlier, stress management at work include developing healthy responses, establishing boundaries, taking time to recharge, learning how to relax and talk to your supervisor when you do not understand issues at the workplace. According to Okai (2015) management can also utilize some resources for reducing the stress level of the employees by providing services and facilities such as health facilities at the company, giving easy and on time access to therapist and also having free time activities and entertainment. Akussah, Dzandu & Osei-Adu (2012) researched on the sources of stress and coping mechanisms among workers of Public Records and Archives Administration Department (PRAAD). They identified a number of sources
of stress and recommended how to manage stress. Their recommendation included: adopting performance-based rewards system for promotion and recognition, encouraging staff to pursue higher education and providing work flexibility in the structure and system.

An article titled ‘dealing with stress’ in the Clemson Extension Journal (July, 1997) outlines the following strategies as way to manage stress:

i. Become aware of personal stressors, emotional and physical reactions. According to the article, a person should determine what events distress him/her. What they tell themselves about meaning of these events, determine how their body responds to the stress whether they become nervous or physically upset. These basic checks would enable the person become aware whether he or she is stressed or not.

ii. Recognize what can be changed. The second phase of the stress management process according to the article involves people determining whether they can change their stressors, avoid or even eliminate them completely. The article asks people to find out if they can reduce the intensity of their stress or whether they can shorten their exposure to the stressors.

iii. Reduce the intensity to emotional reaction to stress. According to the article, stress reaction is triggered by people’s perception of danger. Thus the third phase of management process is for a person to assess his/her emotional reactions to determine whether they are viewing their stressors in exaggerated terms and/or taking a difficult situation and making it a disaster.
iv. Build physical reserves. According to the article, physical exercise for cardiovascular fitness three to four times a week is good. People must eat well-balanced, nutritious meals, maintain their ideal weight. People should try to mix leisure with work. Taking a break and getting away from work if it is possible will help. Also it will be better if people get enough sleep.

v. Maintain emotional reserves. After building the physical reserves, there is the need to also maintain the emotional reserves. People should develop mutually supportive friendship/relationships. They should pursue realistic goals which are meaningful to them rather than goals others have for them.

Topper (2007) concluded by saying that the library will continue to be a workplace of stress for library employees. Managing one’s stress is a balancing act. However, with practice and planning one can learn to handle stressful situations by learning how to identify stress and developing strategies to deal with them. She recommended that the library as employer should work with staff to alleviate some of the stress by developing staff training programmes.

2.6 STRATEGIES OF MANAGING STRESS AMONG LIBRARY STAFF

Coping as a process is a person’s constant efforts in thought and deed to manage exact demands appraised as challenging or overpowering (Lazarus, 1993). In their study, Lazarus & Folkman (1984) mentioned that coping strategies involved the cognitive or behavioural endeavours to achieve specific situational demands which are appraised
as challenging or beyond one’s ability to adapt. There are two types of coping strategies and this is affected by one’s stress reaction. The effort of coping may be directed at themselves and this is referred to as problem-focused strategies on one hand and on the other hand, the emotional reactions which frequently escort those demands is known as emotion-focused strategies (Lazarus, 1993).

Ajala (2011) posited that the best approach to manage work-place stress in the library is changing one’s perception about the profession and its stress area. Library staff focus on three aspects of library work: user services, technical services and administrative services. Staff in user services, such as reference librarian, work with library users to help find information and answers to their queries. Librarians in the technical services, such as acquisitions and cataloguing, acquire, prepare and classify materials for the library. Professional librarians in administrative services oversee the management and planning of the library. They prepare budgets, direct activities, negotiate contract for services, materials and equipment. In performing all these duties come with a certain level of stress in the library. Most interventions to reduce the risk to health associated with stress in the workplace involve both individual and organizational approaches.

Individual approaches include training and one-to-one psychology services—clinical, occupational, health or counseling (Michie, 2002). As soon as the level of stress escalates to a point that it becomes dangerous for the well-being of the organization as well as employees, stress management becomes important. Nawe (1995) observed that the time set aside for leisure is not a wasted time. It is useful to involve staff in consultation process and explain changes on employees job and communicate strategies put in place to manage change (Bamber, 2011).
There is also need to cultivate the habit of working together as a group and cooperating with each other instead of engaging in unhealthy competitions. According to Swayze & Burke (2013), dealing with workplace stress makes good business sense because lowering stress levels can: reduce absenteeism; improve job satisfaction; increase productivity; enhance the organization’s image; and improve performance outcome satisfaction.

According to Stevenson & Harper (2006), the role of the individual in managing stress cannot be ignored; the individual has to manage the workload and find ways to ease the stress. Nevertheless, the employer has a legal responsibility to undertake risk analyses and provide problem-focused strategies to ensure that the levels of stress do not have a direct negative impact upon the health and well-being of staff. Topper (2007) as cited by Okai (2015) conducted a study on “Stress in the library workplace” which was aimed to help people understand the impact that stress has on library employees and the library as an organization. She based his article on literature reviews and commentary on this important topic that is not frequently addressed in the library as workplace. She found out that library workers were under stress and the library as an organization needs to provide training in how to deal with this issue. Strategies for reducing stress were outlined. She identified stress in the library workplace and the importance of stress on employees and will be of interest to those that work within that field. She indicated that Librarians relationships with library patrons are an obvious source of stress for public service staff.

Huprich (2007) identified the following strategies for employers to assist them manage their employees because employees are expensive to replace. He stated that employers should have a properly developed new employee orientation program. Caputo (1991) argues that traditional orientation programs, which immerse the new
employee in a round of introductions and training sessions, may leave the employee feeling like a failure because he or she cannot absorb it all.

2.7 CONCLUSION

Stress is very natural and an important part of our lives, but many people fail to realize this. Stress has been defined by several people. According to Stein & Cutler (2002), stress is defined as a complete reaction to one’s environmental hassles and pressure and conceived that, stress is an inevitable part of life that each person has to deal with. Stress can be caused by a lot of factors such as fear, uncertainty, attitudes, perceptions and change as stated by Melgosa (1999). Psychologist have propounded a number of sources of stress to include: workload, crowding, unfavorable working conditions, role conflicts, pressure, life event and daily hassles, role ambiguity, unpleasant social relationships, personality type, career prospects, social support, responsibilities and so on (Okai, 2015).

Blackwell (1998) stated a number of ways that the effect of stress can manifest itself. These effects have been grouped into financial cost on job and employees, physiological, psychological and behavioral effects. Managing stress involves learning about how stress affects the mind and body, how to identify warning signs of stress, how to develop good stress management techniques, when to seek professional help. Just as there are many sources of stress, there are also many possibilities for its management.

A successful strategy for preventing stress within the workplace will ensure that the job fits the person, rather than trying to make people fit jobs that they are not well
suited to. Addressing the management of stress can be a vital wellness strategy that makes for a healthier, happier workforce and a stronger, more productive organized.
CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

Research Methodology is a way to find out the result of a given problem on a specific matter or problem that is also referred to as research problem. Business Dictionary.com (2015) defines research methodology as a process used to collect information and data for the purpose of making decisions. In Methodology, a researcher uses different criteria for solving or researching the given problem. Different problem use different types of methods for solving problem. According to Industrial Research Institute (2010), methodology is the way of searching or solving the research problem. It describes the various steps of the plan of attack to be adopted in solving a research problem.

This chapter describes the actions taken in investigating the research problem and also identify procedures which would be used in the selection, processing and analyzing the data gathered. This section also answers questions such as: how was the data collected or gathered? And, how was it analyzed (kallet, 2004)? This chapter outlines research design, selection of cases, population, selection of sample size, techniques, data collection instrument, data collection procedure and data analysis and presentation of findings.

3.2 RESEARCH DESIGN

Research design is the blue print of the procedures that enable the research to test hypothesis by reaching valid conclusions about the relationship between dependent
and independent variables. Research design provides a plan to use when collecting, analyzing, and interpreting data you. Qualitative method was used in this research. Qualitative research takes place in the socio-cultural context of participants of a study and, therefore, it involves an interaction between the researcher and the researched (Kusi, 2012). Qualitative research is designed to enable researchers understand people and the socio-cultural context within which they live. Qualitative research is used to gain a rich detailed understanding of a particular topic, issue, or meaning based on first-hand experience. This can be achieved by having a relatively small but focused sample size because collecting the data can be time consuming. Qualitative data is concerned with depth as opposed to quantity of findings. A qualitative research design is concerned with establishing answers to the whys and hows of the phenomenon in question. It requires the use of multiple methods to collect extensive data and gathers data in words rather than numbers.

The study employed the case study research design with qualitative data collection method of interview. Case study method was chosen as the preferred method of data collection for this study due to its flexibility and its ability to provide more realistic responses. Case studies seek to provide an in-depth description of the features or attributes of a particular phenomenon (Sarantakos, 2005). Not only is a case study flexible, but it can introduce new and unexpected results during its course, and lead to research taking new directions. Case studies also provide more realistic responses than a purely statistical survey (Flyvbjerg, 2001). Case studies are primarily associated with the fields of anthropology and sociology. It is noted that, case studies have some few difficulties inherent in them. Construct validity, the extent to which a measurement corresponds to the concepts under study, is problematic in case study research (Flyvbjerg, 2001).
3.3 SELECTION OF CASES

The research focused on Council for Scientific and Industrial Research because it is the top most research institution in the country. The Council for Scientific and Industrial Research is a knowledge based organization that has been in existence for sixty years thirteen institutes with various scientific mandate. Scientific and Technological Information (INSTI) serves as the main institute for Scientific and Technological Information. It is the resources clearing house for the Council for Scientific and Industrial Research. Each Institute has a library that manages and disseminates information for the institute. Librarians are there to support the research needs and conduct research. Due to the nature of their work, it causes stress on them. This research focused on the professional staff of the thirteen libraries of the Council for Scientific and Industrial Research.

3.4 SELECTION OF SUBJECTS

3.4.1 Population

A research population is a well-defined collection of individuals or objects known to have similar characteristics. Population is the whole set of units for which the survey data are used to make inferences (Lavrankas, 2008). Fraenkel and Wallen (2000), assert that population is a group to which results of the study are intended to apply. All individuals or objects within a certain population usually have a common, binding characteristic or trait. The target population helped the researcher to gain information from subjects and then draw conclusions. Seventeen (17) staff was used as the population for this research. The population was the professional library staff of the thirteen institutes of Council for Scientific and Industrial Research. The thirteen (13)
institutes of Council for Scientific and Industrial Research has seventeen (17) Professional library staff in the various libraries except the Savanna Agricultural Research Institute and the Oil Palm Research Institute which do not have professional library staff but have para-professionals who are in charge of the libraries. Table 3.1 shows the strength of the library staff at Council for Scientific and Industrial Research.

Table 3.1 Distribution Professional Librarians

<table>
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<th>INSTITUTES</th>
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<td>Animal Research Institute</td>
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<td>Water Research Institute</td>
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<td>Soil Research Institute</td>
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<td>Oil palm Research Institute</td>
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<tr>
<td>Forestry Research Institute</td>
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<tr>
<td>Institute of Industrial Research</td>
<td>1</td>
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<tr>
<td>Savanna Agricultural Research Institute</td>
<td>-</td>
</tr>
<tr>
<td>Institute for Scientific and Technological Information</td>
<td>4</td>
</tr>
</tbody>
</table>
3.4.2 Sample Size

A sample is simply a subset of the population. The sample must be representative of the population from which it was drawn and it must be of good size. It allowed the researchers to conduct the study on individuals from the population so that the results of the study can be used to derive conclusions that will apply to the entire population. A census sampling technique was used for the study. A census is the study of every unit, everyone or everything. The alternative name for census is complete enumeration survey method. The entire population which is the professional staff of the libraries of Council for Scientific and Industrial Research was used for the study. There was no sampling of the population. This is because the population is small and it is manageable.
3.5 DATA COLLECTION INSTRUMENT

An instrument is a tool or device used for collecting data. Instrument as described by Fraenkel and Wallen (2003) is a whole process of gathering data. According to Aina (2004) there are different instruments that one can use in social science research, namely questionnaire, interview, observation and documentary sources. Instrumentation, in the view of Hsu and Sandford (2010), refers to the tools or means by which a researcher attempts to measure variables or items of interest through the data collection process. Since the study is qualitative in nature, multiple sources of data were collected to meet the objectives of the study.

Interview was used as the instrument to collect data for this research. An interview is a conversation where questions are asked and answers are given. According to Kumar (2005), an interview involves a person to person interaction between two or more people. Interviews is regarded as an interchange of views between two or more people on a topic of mutual interest, sees the centrality of human interaction for knowledge production, and emphasises the social situatedness of research data. The main advantage of face to face interviews is that the interviewer can ask the required questions, clarifies the questions to the interviewee and prevent misunderstandings. Direct interviews can also create room for the interviewer to be more flexible, for example if the question is not understandable for the respondent the interviewer can easily rephrase it. In case the interviewee feels stressed or discomfort, it can be detected through his or her reactions and through body language, but not possible to know through telephone interviews (Sekaran & Bougie, 2010).

For the eleven institute of Council for Scientific and Industrial Research that had professional library staff which was used for the study, same set of interview guides
were used for the same sets of people. For instance, the interview guide used for the librarian of Crop Research Institute was the same used for the librarian of Institute of Industrial Research. A face-to-face interview was used and data was collected by listening to individuals and recording their responses. The interview was structured to accommodate thematic areas such as the sources of stress in the library, effects of stress among library and ways of managing stress.

Findings were gathered in a written format as opposed to numerical. This means that data collected from a piece of qualitative research cannot be analysed in a quantifiable way using statistical techniques because there may not be commonalities between the various collected findings. However, a process of coding was implemented due to the common categories that was identified during analysis. Interview has advantages of collecting complete information with greater understanding, it allows higher response rates and allows more control over the order and flow of questions. Interview has the disadvantages of risk of bias is high due to fatigue and becoming too involved with interviewees, it becomes tiresome for large numbers of participants.

A pilot test was conducted at the library of University of Professional Studies, Accra. Pilot test is a small scale preliminary study conducted in order to evaluate feasibility, time, cost, adverse events, and improve upon the study design prior to performance of a full-scale research project The University was chosen because its library serves faculty members, student and the general community. Some of the above mentioned are researchers who conduct research. In the same way, the staff of the Council for Scientific and Industrial Research are researchers who also conduct research including professional library staff. Due to the fact that both institution conduct research, that was why University of Professional Studies, Accra was chosen for the pilot test.
3.6 DATA COLLECTION PROCEDURE

The study used primary and secondary sources of information. The researcher obtained an introductory letter from the Department of Information Studies which enabled the researcher to introduce herself and the purpose for conducting the research to the respondents. Letters were given to the librarians of the various institutes and this helped establish good rapport with the targeted respondents and also ensured that most of the respondents were reached. Respondents were informed on the purpose and objectives of the study. Emphasis was made on the fact that the findings of the study are primarily for academic purposes.

Before the interview was conducted, the researcher visited some of the libraries in the various institutes of the Council for Scientific and Industrial Research to familiarize with the environment in order to ascertain how best the interview sessions will be schemed to accommodate the resources and unanticipated events. A convenient date had been scheduled with the prospective respondents prior to the interview giving ample time for both the interviewee and the researcher to prepare well for utmost success. The researcher travelled outside Greater Accra region to other parts of the regions in the country to collect data since the libraries of Council for Scientific and Industrial Research are spread across the country.

The interviews were conducted within the months of April and May to collect data from professional library staff of the Council for Scientific and Industrial Research. The interview schedule was used to guide the interview. Each interview lasted between twenty-five (25) to thirty (30) minutes. Audiotape was used to record the interviewees’ verbal responses.
3.7 DATA ANALYSIS AND PRESENTATION OF FINDINGS

According to Cooper and Schindler (2003) data analysis is an instrument for lessening and arranging information to deliver discoveries that compel translation by the analyst. The researcher shares in the opinion of Bryne (2001) that a very large volume of detailed data emerge out of qualitative research, and since it is often subjective and contextually loaded, they would have to be revised to represent major themes or categories that describe the phenomenon being studied. Data was thus analysed according to the information gathered.

Data transcription was done immediately after the interview. The collected data was transcribed and codes based on the objectives. The audio-recorded interviews were transcribed. The researcher listened to the interviews and typed out both the questions and responses of each participant. These written transcriptions which consisted of the materials gathered from the interview helped the researcher to be able to interpret the verbal responses (Hodges & Videto, 2005). The researcher moved from reading to describing, classifying, and interpreting the transcripts. This process is referred to as coding. During the coding process, the researcher described in detail, developed themes, and provided an interpretation of the transcripts (Creswell, 2007).

These codes represented core concepts, central categories, or themes related to stress of professional library staff (Crosby, DiClemente, & Salazar, 2006). Every code used was defined and kept in a codebook, which was a complete description of every code and how it related to the study. Some of the codes included transportation, other source of income, causes of stress, physical working environment, effects of stress, ways of managing stress. Data was presented using themes. Themes result from the researcher taking important statements and grouping them into larger units (Okai,
Representing the data using themes provide a complete description of the information collected.

**3.8 ETHICAL CONSIDERATIONS**

Ethical Consideration is an important part of the research. Ethics are the norms or standards for conduct that distinguish between right and wrong. They help to differentiate between acceptable and unacceptable behaviours.

A letter of permission was sought from University of Ghana which enabled the researcher have access to information from the institutions being studied and also have access to the participants.

Consent of the participants was also be sought in the collection of data and their contribution to the research remains confidential. The researcher conducted the research in an anonymous manner. The identity of the participants were not revealed.

All sources of information for the purpose of this research was acknowledged.

Considering ethics, the purpose of the research was explained to the respondents and their consent was sought and confidentiality assured. All citations used in the study were duly acknowledged. The research was conducted and guided by University of Ghana Code of Ethics.
CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 INTRODUCTION

This chapter presents the results of the study which sought to investigate stress among professional librarians of eleven institutes out of the thirteen institutes of the Council for Scientific and Industrial Research. The instrument for the data collection was interview. The interviews were conducted in the natural setting of the respondents at their various libraries. These were done to make them feel comfortable when conducting the interview. Some of the questions posed to the respondents interviewed were based on the following: demographic data, sources of stress, effects of stress, and managing strategies.

4.2 RESPONSE RATE

Response rate can be termed as the rate at which people respond to a request or question posed to them. In an attempt to answer questions concerning causes, effects and how to manage stress, interview was conducted on the professional library staff of eleven institute of the Council for Scientific and Industrial Research since the remaining two institutes did not have professional library staff. The response to the interview was high due to the interest of the respondents.

A total of seventeen (17) professional library staff were to be interviewed, but sixteen (16) could interviewed. The one who was not available as at the time of the interview was on annual leave. The interviewed respondents comprised: one respondent from the Animal Research Institute; two respondents from Building and Road Research
Institute; one respondent from Crops Research Institute; one respondent from Forestry Research Institute of Ghana; one respondent from Food Research Institute; one respondent from Institute of Industrial Research; four respondents from Institute for Scientific and Technological Information; one respondent from Plant Genetic Resources Research Institute; one respondent from Soil Research Institute; one respondent from Science and Technology Policy Research Institute; and two respondents from Water Research Institute. Therefore, sixteen (16) respondents, which is 94.12% were used for the final analysis.

4.3 DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

As stated earlier, a librarian or a professional library staff is an information professional who has been trained in library and information studies and has a Masters degree in Information Studies or Library Science. Professional librarians play managerial roles such as administrative duties, education and many more. In all, a total of sixteen (16) respondents were used for the study. This section presents information on the demographic profile of the respondents used for the study. The demographic characteristics presented include: gender, age, designation and work experience.

4.3.1 Gender

The total respondents interviewed were sixteen (16). Out of this number, 7 were males and 9 females. It is evident from the findings that majority of the responses were females.
4.3.2 Age of Respondents

In order to determine the age distribution of the respondents, they were asked to indicate their ages during the interview. This enabled the researcher to find out their age pattern and their sense of maturity. The age profile of the respondents of the study ranged between thirty and fifty-nine years.

Age, as a demographic element, was explored in order to get an indication of the age distribution of the respondents. Two of the respondents were between thirty to thirty-nine years, six of the respondents were between forty to forty years and eight of the respondents were between fifty to fifty-nine years. Majority of the respondents were between fifty to fifty-nine years.

4.3.3 Designation of Respondents

Respondents were asked of their designations in their various institutions. It was realised that seven of the respondents were Chief Library Assistant by designation, two of the respondents were Senior Assistant Librarians and seven were Librarians of their various institutions. It could be seen from the table that the number of respondents who were Chief Library Assistant were the same as the number of Librarians.

4.3.4 Working Experience of Respondents

With regard to working experience of respondent, respondents were asked to indicate the number of years they had been working. Out of the number, three respondents indicated one to five years working experience, two had between six to ten years of
working experience, three had between eleven to fifteen years of working experience, six respondents had between sixteen to twenty years of working experience and two respondents had between twenty-six to thirty years of working experience. This shows that a lot of respondents had between sixteen to twenty years of working experience.

4.4 CAUSES OF STRESS

The first objective of the study was to identify the causes of stress among the professional library staff of the various institutes of the Council for Scientific and Industrial Research. This section presents findings on the causes of stress.

4.4.1 Transportation to Work

It emerged from the study that staff had different means of transportation. Staff get to the office from home by foot, commercial car, private car or a combination of any of the three mentioned. Their means of transportation to the office depends on the distance between their various homes and the workplace. Some travel for about one hour to get to the workplace daily. They said it made them stressed before starting the day’s work. Looking at the stress (transportation) respondents go through before getting to the office, it was established that two respondent walk to the office because their homes were not far from the office. Some respondents used private cars to work, other respondents used commercial cars and some respondents also used both private car and commercial car to work, they alternate between the private car and the commercial car. With the time staff took to get to work, some staff took 10 minutes to
30 minutes to get to the office while other staff spends 30 minutes to one hour to get to the office. One of the respondents had this to say;

‘It takes me close to an hour to get to work. The traffic I face on the road every day to work is so terrible that before I get to the office I am already stressed’.

Some of the respondents said for them to be able to avoid the traffic and get to the office early, they had to set off from home very early. This made them not to do certain personal things before getting to the office. According to a respondent,

‘as for me, to get to the office early, I have to always leave home early. I am always the first person to get to the office before the cleaners even come. If I don’t leave home early I believe I will be the last person to get to the office’.

Other respondents said they sometimes used either their private cars or commercial cars to work. They said it was not all the time that they used their private cars because the traffic was always dense and thereby resulting in the consumption a lot of fuel and time. According to one of them;

‘I sometimes do not use my car but take commercial car because I spend too much time and fuel to get to the office. So due to this, I prefer going for commercial cars sometimes’.

From the data presented, it could be seen that the time respondents spend on the road from their various homes to their offices makes them tired before reaching their office. This made them unproductive in the office because they got tired and stressed.
in the morning due to their various means of transportation to their offices such as the hazards on their roads which included the traffic congestions.

4.4.2 Incentives and Other Sources of Income

Generally, it is said that salary alone is not sufficient enough to take care of one’s personal needs and the family. That is why people look for other sources of income in addition to the normal salary. In the interview conducted, none of the respondents said their salary was enough. One of the respondent said:

‘who is ever sufficient with his or her salary?’

No one’s salary is enough, we are all managing’.

Asked whether they had other sources of income, some of them responded yes to the question whiles other responded negatively to the question. Those who responded in the affirmative said they were into other businesses aside the library work which gave them additional amount of money every month. Some said they were into transport business, part-time teaching, estate business etc. Some female respondents said that their other source of income was their husbands. From respondents:

‘my salary alone cannot take care of my needs let lone my family. Due to this I have ventured into transport business to help me get enough money for my needs and that of my family’.

‘my husband is my second source of income.

He gives me money anytime I run short of money and also supports the family’.

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On the issue of incentives or remuneration, some staff said they got incentives from the proceeds from projects that they undertake. One respondent said that:

‘those of us here share the benefits that comes after project is completed. This is how we get extra money from the work. You know, we are into project construction’.

Others also said they did not get any incentives or remuneration apart from the salary they got which made it difficult for them to take care of their personal needs as well as those of their families. All these come together to cause stress on the library staff of the various institutes. This is what respondent had to say;

‘apart from my salary, I don’t receive any kind of incentives. There is nothing like that for me’.

From another respondent;

‘I receive certain allowances by virtue of my position which is part of my monthly salary. But a different money called ‘incentive’, I don’t receive one. Everything is added to my salary’.

**4.4.3 The Professional Work Environment**

Different circumstances and situations causes people to be stressed. Due to this, respondents were asked to identify things that stressed them at the workplace. Some of the respondents said there was no stress in the library. Others too said they could not be stressed by any situation or place they found themselves. This is what a respondent had to say;
A lot of the users here do not come to the library all the time. They mostly access the library electronic resources through the internet. They only come to the library for information they cannot get on the internet. This makes the work easy and less stressful since we don’t have to deal with a lot of users all the time’.

From another respondent;

‘I cannot be stressed in any situation. If I request for items and it takes long to come or it never comes. I don’t struggle to work since I will work with materials that are available. I cannot be stressed at all’.

The remaining respondents said they were stressed with certain conditions in the library. Some of the causes of stress as indicated were the interaction with the users. Some of the users came to the library not knowing exactly what to say for the library staff to understand them and for the library staff to help them with the information they needed. This made the library staff a bit frustrated because the users sometimes could not clearly express what they wanted in the library. One of the respondents had this to day:

‘Some users come to the library without knowing how to express themselves to the staff to get the needed help or information. It makes us to always probe further to get the exact information they need. This is a bit frustrating when doing that’.
4.4.3.1 Limited Infrastructure

Limited resources in the library was another cause of stress identified. Some staff said that they did not have resources such as office computer or laptop to work with so they used their personal laptops to work. Printers and photocopy machines were not also available. One respondent said that because of the absence of the photocopy machine in the library, users take advantage of the situation to take the library material out to photocopy outside. She said:

‘they take the library material and do not return them unless they are asked before they return the materials and some do not return them at all. All these cause stress and frustration with the library work because of limited resources’.

‘Doing online searches or accessing electronic resources to get information to give to a user, using poor internet connectivity was very frustrating’.

This was said by a respondent. Poor internet connectivity caused stress when working. Another respondent said:

‘because of poor internet connectivity, I have to stay after the close of work to use the internet to work because that is the time the internet will be a bit faster to use since most staff have close and gone home’.
Some respondents said due to poor internet connectivity, the tasks they were expected to perform during working hours did not get done unless they stayed after close of work to undertake them especially the online searches.

4.4.3.2 Research Work

The Council for Scientific and Industrial Research is a research institution. One of their mandates is to conduct research for the country. For this reason the main staff who are researchers including library staff are expected to conduct research in their various fields. Library staff are also mandated to conduct research and publish in addition to their normal duties and responsibilities. This, the library staff say caused them stress because they have to go to extra mile to be able to effectivity and efficiently work in the library as well as publish articles. This is what respondents had to say;

‘we do research and publish in addition to the library work. It requires extra time to do the research. It is a bit stressful since I have to combine research with the library work’.

‘You know CSIR is a research institute which demands that as part of our work we have to conduct research. It is quite stressful since we have to work in the library and also go to the field to collect data for the research’.
4.4.3.3 Break Periods

Some staff complained of not going for break when they got to work. They said they did not have enough staff in the library hence they could not go for break since the library could not also be closed during working hours. One respondent said because they do not go for break they spent all their time in the library without being able to do other things for themselves. This made them sit for long hours without taking any break. Since this in the long run will affect their health. A respondent said:

‘I come here every morning and spend the whole day in the library. I am the only one here therefore I cannot go for break. I cannot go anywhere because I am alone. It makes the day too long for me’.

This is what another respondent had to say;

‘we are two in the library. My other colleague is on study leave so for sometime now, I am the only person working in the library. This makes me unable to go for break because I cannot close the library on the users’.

4.4.3.4 Inadequate Information Resources

The issue of not procuring items which have been requested due to inadequate funds causes stress on the work. This causes frustration when working because the resources that are needed for work are not available. One respondent said his library did not have the funds to subscribe to electronic resource for users. He relied on the Institute for Scientific and Technological Information for electronic database such as Access to Global Online Research in Agriculture (AGORA), High Impact Network of
Responsible Innovators (HINRI), Access to Research for Development and Innovation (ARDI). This is what a respondent had to say about the inadequate information resources;

‘my library do not have the adequate funds to subscribe for electronic resources. I have to always rely on INSTI for the e-resources. This does not help the work at all’.

Another respondent said she did not have the budget to run the library and anytime she requested for an item to be purchased, she was told the institution did not have enough funds for the request. She said:

‘I have not been given a budget to work with and anytime I request for something I am always told there is no money’

4.4.3.5 Professional conduct

Another cause of stress in the library was the classification and the arrangement of the library materials. This particular problem was associated with one institute. The researcher was informed that the previous library staff did not arrange the materials in the right way so retrieving materials from the shelves upon request was always difficult and frustrating. According to the respondents, as new directors are appointed, they sometimes change the divisions in the institution, thereby causing distortion in the arrangement of the library materials because, the materials had been arranged according to divisions in the library already. This is what a respondent had to say;

‘different directors come with different ideas. Some come to change and create new divisions. This creation of new divisions distort the arrangement
of our materials because the library materials have been arranged based on the divisions. This brings about stress when searching of materials for users because of the re-arrangement of the materials’.

Limited resources, the inability of the library user to communicate their needs to the library staff, poor internet connectivity, not having break time at the office, financial challenges and research publication in addition to the normal library work are some of the causes of stress respondents encounter in the professional environment. Where staff did not have the needed resources to work with, working becomes a little challenged. This brings stress upon the staff which at the long run affected their performance.

4.4.4 The Physical Working Environment

Working environment should be such that it will be conducive for working. Environment partly contributes to the output of staff. When staff find themselves in a good and conducive environment, they are able to work better than in environments which are not conducive to work. As to whether staff were comfortable with the physical working environment of the libraries, some staff responded yes, other staff responded no and some staff also responded neutral. According to some staff, the air conditioner in the library was not functioning which made the library warm especially in the afternoons. The warmness in the library made the place uncomfortable to stay in the afternoon. Another respondent from a different institute said that their reference materials were shelved at a place which was very warm. Retrieving such materials in
the afternoon was very frustrating since the place was warm and one had to be there till the person was able to retrieve the materials. According to her:

‘the reference materials are kept in a place which is warm especially in the afternoons. When someone comes for any of the materials to use, we sometimes find it difficult to go for them even though we have no choice other than to serve the client because you will come out from the place sweating’.

Most respondents said that they had problem with space. Respondents who said they had no unit in the library complained of inadequate space in the library. Some of the respondents said they shared the space in the library with the users. They had been allocated with a small space within the library where they sat and worked and the remaining space was used by the users which was not enough to accommodate a lot of users at the same time. This issue with spacing in the library makes the library environment uncomfortable to work in since the space was small. This is what a respondent had to say:

‘The library is too small for us. When a lot of people come to the library the place becomes congested and we have to share that small place with the users. It makes the place uncomfortable to work in’.

Some also complained of not having individual offices but rather a centralised one. There was no privacy and independence when it came to the centralised office. A respondent said:

‘Sharing the office with others is not the best, you don’t have privacy. You know we do research too in addition to the
work, sometimes I do not get the peace and the atmosphere that I need to do that all because I do not have office to myself’.

Some of these physical environmental issues stressed staff since some did not find themselves in a conducive atmosphere and environment to work. The absence of air conditioners, using centralized office by staff, inadequate space for both staff and users made the physical working environment not conducive to work in. This in the long run affects their productivity at the workplace because staff did not feel comfortable at the workplace.

4.4.5 Workshops, Conferences and Seminars

Workshops, conferences and seminars are organised to share new ideas and information. It is mostly organized on particular topics or subject areas. It is a programme where there is exchange of ideas by people who are knowledgeable in a subject area. One acquires new information and skills to enhance the one’s work and productivity if offered the opportunity to attend. From the interviews conducted, some staff said they had been attending workshops, conferences and seminars, others said they did attend workshops, conferences and seminars but not on regular bases, while a respondent said she had never attended any such meetings since she assumed the position of a librarian. Respondents who attended workshops, conferences and seminars said they acquired a lot of new ideas from such programmes so they did not miss them. According to a respondent:

‘Workshops and seminars are very good. When we attend workshops, we get resource persons who are well invested in that area to present. It makes us learn
new things and help us in our work because we apply them to the work’.

Those who said they did not attend such programmes regularly said so because, according to them, they did not have personnel to take care of the library in their absence. This made them not to attend such programmes regularly because going for such programmes meant closing the library which was not right. According to him:

‘I don’t always go for workshops that are organized all the time. I am alone here therefore I can’t close the library anytime there is a workshop. What I do is sometimes I go for the workshop at other times I don’t go because going means I have to close the library the whole day or for some days’.

These workshops, conferences and seminars helped staff to improve on their service provision to users of the library. A respondent who said she had never attended workshops, conferences and seminars said so because according to her, she assumed the position of the librarian of the institute less than two years ago and had never got the opportunity to attend such programmes. According to her:

‘I assumed this position as the librarian less than two years ago. As I came, I have not attended any conference or workshop before. But I have attended such meetings before. That was some years ago before becoming the librarian’.

Some respondents attend workshops, conferences and seminars whiles other attend such programmes but not on regular basis. It was released that respondents had to make time to leave their duties for a day or a few days and attend such programmes. These programmes were not organized on regular basis, therefore, respondents had to
make provision for such programmes as and when they came. This put stress on respondents because they had to make some adjustments in their work schedule.

4.4.6 Meeting Deadlines

There are a lot of programmes and activities that are not part of the mainstream work but they have to be honoured. In the mist of a lot of activities, professional library staff were asked whether they were able to meet deadlines of their work such as writing reports in the office. All the respondents responded affirmative except one who responded no. According to him, he serves a lot of committees which makes him always busy. This, he said affected his work since he did not have enough time to work and produce the needed results within the time expected. According to him;

'I serve a lot of committees. Due to this I am also busy going for one meeting or the other. I hardly get time to do what I have to do. I affect my performance when it comes to delivery on time'.

On the other hand the remaining respondents said they were able to meet deadlines when it came to working to deliver. To them attending programmes and getting certain works which were not part of their responsibility done did not interrupt their work. This is because they planned for such programmes. According to a respondent;

'I am able to meet my deadlines due to time management. You know we don’t only do the library work, we also do research as part of the work. So without time management I would not be able to do my work effectively'.
To some respondents, attending programmes and undertaking other activities apart from the library work did not prevent them from meeting deadlines such as writing quarterly or annual reports in the office. A respondents said she was able to meet deadline of her work no matter the busy schedule that she had because, to her, she saw meeting deadlines to be part of her work and she had to perform her duties at all cost. From the respondent;

'I see myself being able to meet deadline no matter my busy schedule. I have busy schedule but I have no choice than to perform because it is part of my work. If I am not able to meet deadlines, it will affect my performance'.

Meeting deadlines at the office is very important. It could be realized that some respondents were able to meet their deadlines whiles others did not. Some get stressed in their effort to meet deadlines whiles others, through time management were not stressed.

4.4.7 Decision Making

Decision making is a process of making the best choice among different alternatives. There are so many alternatives found out of which decision can be taken. Decision making is the selection of choice of one best alternative. Before making decisions, all alternatives should be evaluated to appreciate the advantages and disadvantages. Decision making is very necessary in every organisation. Without decision making, organizations and institutions will not get work properly done. Taking decisions on issues is not an easy task. It involves a lot of consultation before making a choice
from the alternatives. In taking decisions respondents get stressed because it involves processes and consultation to come to a conclusion.

Staff, particularly the heads of departments in the various institutes within the Council for Scientific and Industrial Research take decisions concerning their departments and library staff are no exception. Most respondents said that they were in the position to take decisions for the library in consultation with management. According to them they have the capacity to take decisions for the library because they were the heads of the library. The decisions they take concerning the library are taken in consultation with their various directors and management. A respondent said;

'as a head of the library I am in the position to make or take decision for my department. I only need to justify why I take such decision and this is done by consulting management'.

A respondent indicated that, he made decisions in consultation with the Business Information Service Department of the institute. He has this to say;

'Here the library is part of the Business Information Service Department. So whenever I need to make a decision I consult the mother department which is the Business Information Service. This is how it is done here’.

From another respondent;

'The library does not operate in isolation. The organogram of the institute is there to guide the activities in the institution. Even though I am the head of the library I consult management for approval when I take any decision before acting on it'.
Respondents believed that as heads of library of the various institutes of the Council for Scientific and Industrial Research, decision making was part of their work, even though it was stressful consulting others and choosing one among the alternatives. They decided on what staff in the library had to do and the activities to be done in the library. These, they had to do in consultation with management of the various institutes. They said they would be held responsible for any happens in the library whether good or bad because it was in their capacity to make decision for the library.

4.4.8 Repetition of Work

The nature of the library work is such that when new library materials are acquired, staff need to process them, answer users’ queries and provide information to the general public. Staff perform different functions in the library to make the objectives of the library to be achieved. The unit a staff belongs to determine whether the library work is a repetitive one or not. Doing one thing over and over again causes stress to a person. This is because the person does not feel challenged in what he or she is doing. It brings boredom to the person. On the other hand, doing different things all the time also causes stress to a person. Where the person is not too knowledgeable in what has to be done, that person tends to be stressed. When asked whether the library work was a repetitive one, some staff responded yes, others said no and some respondents responded that sometimes the work was repetitive and at other times too the work was not repetitive depending on what one was doing. Finding information for users, shelving and answering users’ request were seen by staff as a daily routine which was repetitive. This is what a respondent said:
‘users come to the library everyday to find certain information which it is our responsibility to assist them get the information so I see it to be something which I do everyday’.

Another respondent said:

‘shelving is done every morning because the people who come to the library use our materials which we have to shelf. If not the table will be full of books. So shelving is a routine work’.

Other respondents also said that they did not see the library work as a repetitive one. Their reason being that there were certain works which were not done daily or regularly. According to them, writing quarterly or annual report, coding new materials and entering them in their system are not done everyday. To them, these make the library work not repetitive. A respondent says this in response to a question;

‘I do research in addition to my normal work as a librarian. I don’t see the work to be repetitive because it is not all the time I go to the field to collect data’.

Also identifying a problem and researching on it was not something which was done everyday. Going to the field to collect data was not done daily. So whiles others viewed the library work as repetitive others too did not see it as such. Doing a repetitive work or different works all the time can be stressful depending on the person involved. This may affect productivity.
4.4.9 Communication at the Workplace

Communication is very necessary in every organization or department. There should be the free flow of communication for work to be done well. The channels of communication should also be stated clearly so that staff will use the right channels when communicating. Without proper and clear communication there will be ambiguity in messages communicated. None of the staff said they had challenges with communication from management though sometimes it was slow. Most respondent said they were not far from the management therefore they easily communicated with each other. She had this to say;

‘we are not far from management. We attend certain meetings together so they inform us of new developments and we also go to them with less difficulty. We don’t have any problem with how information is shared’.

There are a lot of media used in communicating to one another within organizations and the Council for Scientific and Industrial Research uses such media. Respondents said the official medium of communication within the various institutes was through memos. Memos was the official documentation of information through which that information is communicated to staff. One respondent said;

‘The main way we communicate here is through the writing of memos. If there is any information that need to reach me, it is mostly through memos. Few times it will be face to face but whenever it is official we use memos’.
There were other media used within the institute which were; telephone calls or watsapp platforms. Sometimes, information was communicated through telephone calls and on watsapp. According to a respondent;

‘we all use watsapp and belong to watsapp group.
We have a group page where sometimes official and unofficial information is shared’.

These, they said made for the free flow of information and also made information easily accessible within the workplace. Communication within the institution is not stressful. Since there was a common media used in communicating and ensuring the free flow of information, it can be said that respondents did not have any challenges with communication in the institutes.

4.4.10 Bureaucracy at the Workplace

Bureaucratic system is an organization made up of a lot of departments and divisions that are administered by people. It has a bad reputation due to long and unnecessary procedures. ‘The bureaucratic system is found in every organization’ said by a respondent. The bureaucracy in the institution sometimes cause the delay in acquiring items for use in the institution due to a lot of procedures. Some of the respondents said they were sometimes faced with bureaucratic processes from management when they requested for items to be purchased but this did not happen all the time. They said even though the system delays in getting their requests on time they were not faced with a lot of bureaucracy at the workplace. A respondent said:

‘Every institution and how the system works. Over here, the bureaucratic system is not too long. When we request
for items for the library it does not take too long to get it.

I will say the bureaucratic system here is okay’. 

A respondent said sometimes the system was bureaucratic at other times too, it was not. His explanation was that when he requested for items to be purchased and it was approved with the availability of funds, he got the items as soon as possible without delay. But at other times too, where there was approval to purchase items and there was no money to finance the purchasing of the items then it means there would be a delay in getting the items which would make the system sometimes bureaucratic. According to the respondent:

‘the system here is such that sometimes you may see procedures to be too bureaucratic especially when there is not enough money in the system. This makes purchasing of items delay. There are times too that as soon as you request for items to be purchased it is done. This happens when there is enough money’.

There were other respondents who said the institutes where they worked was all the time bureaucratic. Almost all the time whatever they asked for delayed before getting to them which affected their productivity because the needed tools and materials to work with delayed before getting to them. A respondent had this to say:

‘Anytime I request something for the library it always delay. The system is soo bureaucratic that even the smallest thing I request for delay. They always say they don’t have enough money so we should wait for a while’.
Another respondent says:

‘Whenever I request for items, it takes a while before the items come. According to the finance section, they don’t have enough money. From the procurement section too, the process is long’.

The delay in meeting the requests of respondents affected their work output. Items that were needed to work with which were not available made respondents find other means to work, since they would be held responsible for that work. This caused a lot of stress on them since they had to do whatever it took to work even though the resources that they requested for had not been provided. This affected their performance.

4.4.11 Recognition of Work

Most people do not appreciate the work of librarians. They see librarians as coming to work and sitting in the midst of books and as and when a user comes to the library, they assist the user in finding information. Due to this perception, some people do not recognise the work librarians do. On the other hand, some people recognise the work of librarians because they have been assisted before by a librarian. Some staff responded to the fact that they were recognized for what they did at the library, whiles the remaining staff said they were not recognized for the work they did. One of those who said they were recognized for their work said that;

‘the fact that some of the staff come to me for information or assistance means they recognise what I do. Other staff too direct users to us for assistance. This means that other staff recognize the work we do in the library’.
Another staff also said that from time to time, meetings were organized where they presented their research work to the other staff of the institute. This, she said made other staff recognise their work in the library. She said:

‘occasionally we do organize meetings where staff gather and staff who have done research come and present it to the general staff. I believe in doing so other staff get to know what we do in the library’.

Some other staff said they were not being recognized for their work. Some gave reasons that there was no award system in the library except the one organized by the institute which awarded mostly the departments and few individuals. Library staff were not specifically recognised for the work that they did in the library. Others too said that most people did not have any idea of the kind of work library staff did. The perception is that, they see library work to be easy and the staff to be doing nothing.

‘people are not preview to the kind of work that we do in the library. They think we do nothing when we come to work. If they were to be enlightened about what we do they will appreciate us better’.

Some staff wanted to be recognised for whatever they did. If they kept working and they were not being recognised for what they had done, they tend not to put up their best since nobody recognised them for their efforts. Some staff stressed themselves to work for them to be recognised as hardworking staff. This put pressure on themselves. They did things that were above them just to be recognised which made them stressed at the end of the day.
4.4.12 Utilization of Skills and Talents

It is expected that people go to school to acquire knowledge and skills and work with that knowledge and skills at the workplace. So it is required of staff by the institute to use their talents and skills in their various fields to achieve the institutional goals and objectives. Some respondents responded no to the question as to whether their skills and talents were fully utilized in the library. Others said they were able to utilize the skills and talents that they had acquired in the library. Those who said they did not fully utilize their skills and talents gave the reason that the resources to work with were not available so they did not work as expected. One respondent said that under a certain level supervision she cannot perform to her fullest because she might not be allowed to do what she wanted to do.

Another respondent also said that he could do more with improved environment and services. He said the environment in which he found himself made it impossible for him to fully utilize his skills and talents. He said the library did not adequately resource the offices with computers and strong internet connectivity to work with. She had this to say;

‘when all the needed resources are available, I will be able to perform better than what I am currently doing. Because the resources are not there I am limited to one way of doing things always’.

Other respondents said because there was no internet connectivity they could not do online searches. He said they most of the time did online searches so the unavailability of internet in the library did not make them fully utilize their skills and talents because they were limited with resources. Another staff said as the head of the
library, she was not able to fully utilize her skills and talents because of management interference. According to her, she requested for the creation of the Institutional Repository but she was nicely refused by management and was given different suggestion on that.

‘as a head of a library, I am supposed to fully utilize my skills and talents in order to manage the library well. I requested for the creation of Institutional Repository for the library and the institute as well but I was nicely refused. With this, how can I fully utilized my skills’.

On the other hand, some respondents said they fully utilized their skills. Some of the respondents indicated how they fully utilized their skills and talents because they were able to apply whatever they had learnt from school, workshops, conferences and seminars. One respondent said:

‘I am able to do online searches which help me to write my articles and publish them. This I think makes me to utilize my skills’.

The fact that staff were able to work efficiently and effectively in the library as well as conducting research gave the confident that they were fully utilizing their skills and talents at the workplace. Those who were not able to fully utilize their skills felt stressed about the work because there were inadequate resources to work with.
4.4.13 Other Challenges at the Workplace

Almost every institution or organization is faced with one challenge or the other. Challenges are part of institutions and for that matter the libraries of the various institutes of the Council for Scientific and Industrial Research also face challenges. Some respondents said they did not have any other challenges aside conditions that caused them stress. From one of the respondents;

‘I don’t have any challenge here aside the inadequate resources and the unconducive physical working condition around here. If these things are provided we will not have any challenges’. 

Staff were faced with other challenges aside situations that caused them stress in the library’.

Staff in some of the institutes said the number of staff working at the library was low which made work a bit challenging when it comes to getting work done and attending programmes such as workshops, conferences and seminars. Running shift for work schedule was also difficult because of staff strength. A respondent said:

‘we do not have enough staff here in the library so going for break is difficult. Who do you leave the library to? I have to sit here the whole day without going out because I am alone here. I wish the number increase’.

In addition to the staff strength in certain institutes being low, some of the staff at the library did not have library background and did not have the qualification and skills to work in the library,

‘some of the staff do not have library background. Such staff pose problem to us since they are always
told what to do and are not knowledgeable in the technical aspect of the work like cataloguing and classification of library materials’.

Modern libraries have moved from purely traditional or print to hybrid or automated systems. Also the services that were being rendered to users according to some respondents were not the best. Some users requested for modern libraries instead of traditional libraries. Subscribing to electronic resources help a lot in providing current information for users. Without subscribing to electronic resources staff and users would not be able to access current and up to date information. The libraries were faced with difficulty in getting electronic materials for their users. This made provision of information a bit difficult. According to a respondent:

_We don’t have enough money to subscribe to electronic resources for our users. We most of the time fall on INSTI for the electronic resources which is bad. I wish something can be done about it’._

Another challenge at the workplace was security. Some libraries had security persons who were specifically in charge of the library. Other libraries did not have security persons who checked the going and come in of users. The libraries that had the security persons indicated that they were not enough to check if users take any library material out without authorization. According to a respondent:

_We have security issues here. There are no security persons for the library. Those here are for the institution and not specifically for the library. We don’t have any security_
Challenges at the workplace cause a lot of stress to respondents. Not having the needed resources, uncondusive physical working environment, having staff without library background, not having enough funds to subscribe to electronic resources and security issues are some of the causes of stress in the workplace. These causes of stress tends to affect productivity since the conducive conditions, adequate resources and personnel to work with were not available.

4.5 EFFECTS OF STRESS ON LIBRARY STAFF

The second objective of the study was to find out the effect of stress among the professional library staff of the various institutes of the Council for Scientific and Industrial Research. Stress can either be god or bad to a person. When one experiences stress for a long time, it tends to have negative effect on the person. It affects his behaviour and health. It makes people behave in certain ways or do certain things which under normal circumstances they would not have done. Stress has both negative and positive effects on performance. Stress can lead to boredom and lack of concentration, initiative and motivation whereas positive stress, can lead to higher levels of performance and productivity. On the negative effects of stress that respondents experienced, a respondent said she was not stressed with work because according to her she assumed the position of a librarian less than two years ago. For this reason she said she had no negative effect of stress concerning the library work.
According to her:

‘I am not stressed with work. Everything is okay with me.

I can say I don’t have any negative effect of stress’.

A respondent also said he cannot be stress in any situation. Therefore, they did not have any effect of stress. According to him’

‘I cannot be stressed about anything. If I request for something to be purchased and that thing is not coming forth, I only work with what I have around me. I don’t stress myself’.

The remaining respondents gave different negative effects of stress that they exhibited when they were stressed. Some respondents said when they were stressed they were not able to perform well and this affected their output. Others said they lost concentration when they were stressed. This made them not to really do things right without making mistakes. This is what one respondent said:

When I am stressed, I am not able to perform well.

I cannot concentrate on anything I do unless I take a break to revive myself before continuing with what I have to do’.

Some also said they felt ‘low esteem’ when they were stressed. They felt they did not belong to where they found themselves when they were stressed. One respondent had this to say:

‘when I am stressed I feel low-esteem. I feel I don’t belong to my present location. I feel down and don’t know what to really do to myself’.
Some also said that they felt tired when they were stressed and this made them not to do anything till their stress level came back to normal. All these negative effects of stress affected their performance at the work place.

4.6 STRATEGIES OF MANAGING STRESS AMONG LIBRARY STAFF

The third objective of the study sought to identify strategies of managing stress among the professional library staff of the various institutes of the Council for Scientific and Industrial Research. People get stressed with one issue or the other at any given time. Since stress has become part of human activities, there is the need to manage it so that it does not affect our daily output negatively. It is clear that keeping stress levels low and burnout in the workplace benefits both employees and the organization. The library according to the respondents was not a stress free environment since there were issues that caused them stress. Apart from one respondent who said she was not stressed with the library work, some respondents indicated ways to manage stress. Respondents shared different views on how they manage with their stress. Some said they stopped work and relaxed for some time when they were stressed. One respondent said:

‘I normally take a break and relax when I am stressed.

If I continue to work when I am stressed I may make mistake with whatever I am doing’.

Another person said he walked around to breath in fresh air, revive himself when he was stressed so that he may get new energy to continue the work he was doing. Another respondent had this to say:
'When I am stressed with work, I only stop for a while, walk around to take fresh air and then get back to continue the work’.

From another respondent:

'Chatting with colleague to release tension is what I do when I am stress. This helps me to release stress whenever I feel stressed’.

For that respondent, she moved from her desk to another colleague in the library to chat with and at other times too she moved outside from the library to other offices to chat with colleagues to release some of the stress. Others too said because they could not absent themselves from work without any reason they rather took some of their annual leave to stay at home or travel to release stress. This is what was said;

'Since I cannot absent myself from work without any tangible reason, I take some days from my annual leave to go and rest for sometime then come back. This is what I do when I am stressed’.

4.6.1 INSTITUTIONAL SUPPORT

The workplace is a place where staff need to feel some sense of belongingness. It is a place where staff need to support each other. The institute also has a part to play to support staff who are stressed. Staff are to work and bring out their best for the institute to achieve it aims and objectives. For this reason the institute also has a part to play to make staff feel stress free at the workplace. All the respondents said there was no institutional support for staff who were faced with the challenge of stress.
Therefore, they found ways of managing their stress themselves. One respondent responded:

‘we do not have any institutional support here. When you think you are stressed you only take your leave and rest at home. The institution does not support us in any way in terms of stress’.

From another respondent:

‘There is nothing like institutional support here. When a staff is stressed it is up to that person to manage his or her stress. As for me, I do take some days off when I am stressed’.

One other respondent said:

‘We don’t any support from the institution when we are stressed. We manage ourselves when anytime we are stressed’.

4.7 CONCLUSION

In conclusion, the study revealed that, the professional library staff of the institutes experience different levels of stress. It was realized that each staff and the institute have their own stressors. Some of the causes of stress included poor internet connectivity, inadequate funds to run the library, unavailability of certain resources such as photocopying machine, office computers, air conditioners, unfavourable physical working environment, low staff strength.
Their stress levels were not all that high as a result they were always at work even though they were stressed. They sometimes got tired, became unproductive for sometime which lead to unproductivity, loss of concentration and the feeling of low self-esteem which were some of the negative effects of stress that the professional library staff experienced.

Stress at any time needs to be managed. Prolonging stress might affect the mental health of a person. There were many ways that the respondents adopted in managing their stress. Staff managed their stress by taking a break when need be, chatting with friends to release stress and taking annual leaves to relax or travel. It could be that, their coping or managing strategies were effective in helping them even without any institutional support.
CHAPTER FIVE

DISCUSSION OF FINDINGS OF THE STUDY

5.1 INTRODUCTION

This chapter deals with the discussion of findings presented in chapter four of the study in line with the objectives spelt out in chapter one. The study sought to investigate the sources of stress, its effects and ways of managing stress among the professional library staff of the Council and Scientific and Industrial Research. The discussion is, therefore, organised around these themes: causes of stress, effects of stress and strategies of managing stress. The discussion in this chapter is based on the themes derived from the research objectives that guided the study.

5.2 CAUSES OF STRESS

There are a number of stressors which cause stress at the workplace and the various institutes of the Council for Scientific and Industrial Research are no exception. This section discusses the causes of stress at the workplace.

5.2.1 Transportation to Work

Most people commute from their various homes to another place to work each day. There are different transportation means that one could use to work. It was established from the findings that some staff come to work either by foot, private cars or commercial cars. Some spent as long as one hour to travel from their various homes to get to the workplace. Those who walked did so because their houses were not far of
the workplace. Those who used either commercial cars or private cars to work spent a lot of time on the road before getting to the workplace because of traffic congestion.

From the findings it was revealed that most staff spent about thirty minutes to almost an hour each day to get to the workplace. This made them stressed upon reaching the office before starting the day’s work. The study revealed that staff got stressed upon reaching the workplace due to the long times they spent on the road to get to their workplaces. This confirms an assertion by Catanese (1972) who stated that urban commuters spent a sizable proportion of their day travelling between home and work making transportation environment one that may exert pervasive effects on their lives. Turner, Layton & Simons (1975) also confirms the assertion that traffic situations, especially during rush hours, were potentially stressful because of delays they imposed and the hostility they sometimes provoked.

5.2.2 Incentives and Other Sources of Income

A lot of people work to get income to take care of their needs. These incomes come in a form of salary, incentives and from money generating businesses. Money is needed for human survival. The findings of the study showed that salaries were not enough to take care of personal needs as well as family needs. The findings also revealed that, most of the staff had ventured into other businesses to generate monies for them in addition to their salary for the upkeep of their personal and family needs. Transport business, estate developing business, part-time teaching and having consultation firms were some of the other businesses that generate monies aside the salary including getting money from husbands. Without enough money for human survival, life would be stressful because money is needed to do a lot of things. If staff did not ventured
into other money generating income businesses and depend solely on their salaries, which was not enough, they would not be able to care of their needs as well as their families. And when staff were not able to provide their personal needs it tended to made them stressed with life and the work that they did.

It was also established from the findings that minority of the staff got incentives or remuneration whiles majority of the staff did not get incentives or remuneration. Some staff got other monies from their institution, that is remuneration or incentives, which were not part of their salaries. According to them, the institution was into project construction. After a successful completion of a project the proceeds from the projects were shared among the staff in the institute, something which is not fairly done according to the staff of that particular institute. This supports a research done by Okai (2015) who revealed that professional librarians and paraprofessionals were not satisfied with their job because of poor remuneration, lack of resources to work with, shortage of staff.

5.2.3 The Professional Work Environment

Stress as defined by Stein & Cutler (2002), is a complete reaction to one’s environmental hassles and pressure and conceived that, stress is an inevitable part of life that each person has to deal with. Melgosa (1999) defines stressors as environmental events or conditions that have the potentials to induce stress. There are some conditions makes almost everyone including professional library staff stressful. The study revealed that there are a number of issues that cause stress to staff in the library in the course of performing their functions. These stressors affect staff productivity in the library.
5.2.3.1 Poor Internet Connectivity

Poor internet connectivity is an issue resulting from limited bandwidth due to the absence of appropriate infrastructure to deliver quality mobile service in developing countries (Shrestha et al., 2010). Austin & Bradley (2005) indicated that accessing and utilizing information and communication technology (ICT) is technically much easier when one has a broadband internet connection. Poor internet connectivity made online searches slow and affected the dissemination of information. Staff at the Council for Scientific and Industrial Research had poor internet connectivity. Accessing internet was slow which made online searches frustrating. Subsequently, poor internet connectivity affected access to information by both users and staff. Consequently, according to Hassler & Jackson (2010), this limitation affects the users in accessing the internet effectively and satisfactorily. This, in turn, may influence the learning experience.

5.2.3.2 Publishing of Articles

Information is also very important in keeping track of developments. Monitoring new information can warn researchers to wait for the results of projects that are already in process (Fourie and Bakker, 2013). Because the Council for Scientific and Industrial Research is a research institute where librarians are to help give the researchers current and adequate information to be able for the researchers to do their work well. There are a number of processes that researchers follow to publish their research. These processes are stressful and they are more stressful on the part of professional library staff who combined publishing to their normal library work.
Bodolica & Spraggon, (2018) gave the steps in publishing an article. The first step was exploring the topic: the process starts from the identification of the subject area for the literature review and securing its significance and relevance. The second step was searching and screening the literature which involves conducting a thorough search and an initial screening of the literature on the proposed topic. Studies’ assessment and selection which was the third step aims to finalize the sampling procedure that began when searching and screening the specialized literature. Literature analysis and synthesis was the next step. It continues with an in-depth analysis and synthesis of all the studies included in the survey. Structuring and drafting the review was the fifth step in the end-to-end process of writing influential review articles. It is concerned with the effective organizing of co-authors’ thoughts and viewpoints about the surveyed literature and exposing them in the form of a well-articulated text. Journal submission and publication was another step. This step requires familiarity with a number of potential publication outlets, their scope of coverage, type of readership, and specific submission guidelines.

The final step was post-publication diffusion. The final step in the advanced end-to-end process of producing influential review articles consists in various post-publication diffusion initiatives that seek to stimulate the article’s widespread use and adoption.

From the finding, it was realized that all the professional library staff of CSIR conduct research and publish them as articles which was part of their work. This was not an easy task looking at the steps above in addition to the work of the library caused stress on staff in the library. This puts stress on them because according to them not managing time in their various activities such as their personal lives, the library work and publishing of articles can have consequences on them. This findings of the study
done by Okonodo (2015) and Tsafe & Mohammed (2016) reported that lack of time and heavy workload was the greatest challenge confronting research and scholarly publications among librarians.

5.2.3.3 Lack of Financial and Material Resources

Alemna (1989) defined libraries as social instruments designed to perform specific social functions - informational, educational, recreational, cultural, conservational and research. These social functions need funds to perform at Council for Scientific and Industrial Research which these funds are not adequately available because their monies are funded by the government.

From the findings it was realized that majority of the professional library staff had issues with funding and material resources. This made acquisition of resources such as photocopying machine, office computer, library materials and air conditioners for the library become a problem due to inadequate funds. This led to inadequate resources. This meant that staff had to work with limited funds and resources which caused them stressed. In one of the institute, the absence of photocopying machine in the library gave opportunity to users to take the library materials out. Users take the library materials out and sometimes do not return them. A particular institute did not have a budget to run the library and those who had budgets had problems in acquiring items that had been requested for the smooth running of the library. This created stress on staff since they had to work with limited resources.

This finding corroborates Bunge (1998) studies. He pointed out that a feeling of not having adequate resources to meet a demand can be an occasion of worry. He
explained further that managing the amount and nature of stress in one’s life consist of attempting to achieve a balance between challenges and demands of one’s life and the resources available to meet these challenges. He concluded that when we feel that there are too many demands or too few resources to deal with, we will experience excessive or painful stress, which is either strain or distress. This indeed explained why the professional librarians and paraprofessionals get worried and frustrated when they were unable to meet demands of patrons.

5.2.3.4 Inadequate Human Resource

Some of the libraries in the institutes did not have adequate human resource. The limited human resource in CSIR created overload of work and affected performance since all the work rested on some few people. From the findings it was realized that most of the libraries in CSIR did not have adequate human resources which created stress on staff since the few staff available were to do every work in the library. Having no break time in the library and spending the whole time in the library caused stress on staff. Compilation and report writing and other work in the library rested on some few people which caused them stressed. Jones and George (2014) indicated that, human resource available to an organization ultimately affects the organizations choice of structure. The authors argued that, the greater the number of employees and the more highly skilled an organization’s human resource, the greater the tendency for the organization to adopt a flexible decentralized structure accompanied by a ‘professional work culture based on values and norms that promotes employee autonomy and self-control’ (p. 211).
5.2.4 Physical Working Environment

The physical workplace environment affects worker satisfaction, productivity and well-being (Carlopio and Gardner, 1995). Understanding how different office workers perceive their working environment helps in creating better places for work. This is a challenge as different individuals have different, sometimes even contradictory workplace related preferences (Rothe et al., 2011). The study revealed that some professional library staff were not satisfied with the physical working environment which they view as a cause of stress. The unfavourable working environment such as limited space for both staff and users of the library to share, makes the environment uncomfortable. Everything, such as processing of library materials are done within a small space in the library. And also because the libraries are not spacious, they cannot accommodate a lot of users at the same time. According to Topper, (2007) looking at the physical space of a library, there is the stress of not having adequate work space.

Generally, the best space is reserved for the library patrons. Bad lightening system which could affect the eyes of both staff and users, air conditioners which are not functioning properly affect the both staff and the users. Reference materials are shelved in a warm place where there are no air conditioners to moderate the temperature in the library. Staff retrieving such materials especially in the afternoon view the situation as stressful. The temperature at the reference room will with time cause the deterioration of the materials. Thus, the environmental factors such as good ventilation, noise-free reading areas and physical facilities such as lighting, functioning air-conditioners, good curtains, are necessary for adequate use of libraries. The way the workers talk about their working environment is important as it may give some hints about their attitudes towards the working environments and the way they respond to changes in the workplace (Rasila, 2012). The findings are in
agreement with Ajala (2011) who found out that the working environment is a source of stress to library staff. He declared a factor like ergonomic problem that is poor design of instruments used in the workplace affecting the physical health of staff. There is no doubt that some professional library staff were not really happy with their working environment.

5.2.5 Workshops, Conferences and Seminars

Agboola & Oduwole, (2005) defined a seminar as a meeting of individuals or groups for the exchange of ideas in a particular area of knowledge. Seminars are organized by professional groups, institutions of learning and other groups with common interest. They further went on to say that, participants are usually drawn from a particular field of knowledge and are few in number so as to make for effective and thorough discussion of chosen topics. The nature of the library work is such that staff should always be abreast with current information. Moreover, users expect that all their information needs will be answered by library staff so long as they are in the library. For this reason, library staff are supposed to attend workshops, conferences and seminars to learn new things which will help in finding information and assisting users.

The findings revealed that most professional staff in the library did attend workshops, conferences and seminars to acquire new knowledge in their line of profession. This confirms the findings of a research done by Arthur (2001) and Choi (2004). They found that seminar-based teaching was more effective for increasing knowledge and improving attitudes towards learning, and students were more satisfied with this approach. In a similar vein, Morales-Mann & Kaitell (2001) found that the seminar-
based teaching approach increased learning autonomy, critical thinking, and communication skills. It was also found that not all staff attended such programmes all the time due to low staff strength in certain institutes. Attending such programmes all the time means the library would be closed on the days the programmes are held.

The findings of this study further revealed that some staff were able to attend workshops, conferences and seminars whiles other staff did not attend workshops, conference and seminars frequently. Some staff who attended these programmes said they sometimes had to make emergency provisions of time to be able to attend such programmes. This affected their schedules at the office for which they had to make time to cover the lost time of going for programmes. This put pressure on them to work and deliver.

5.2.6 Meeting Deadlines

Professional library staff sometimes have busy schedules such as attending workshops, conferences, seminars and meeting of heads of department. These busy schedules sometimes affect their work output. The findings revealed that a large number of staff were able to continue with their normal activities and met deadlines in the submission of reports and any other activities that were required from them in their various libraries. This findings supports Halkos, & Bousinakis’ (2010) research. According to them when an employee manages the pressures of the job and the possibility to complete a task is substantial, then stress can work as a motivating factor.

Meeting deadlines visit a lot of stress on staff. This is because there is a time line which staff had to meet. Due to these deadlines, staff go through some level of stress.
to get things done. It puts pressure on them which can lead to making mistakes in the process of working. Some staff who were not able to meet deadlines have to make extra time for the work to be done. Continuous stress in meeting deadlines is not good for health as well as productivity.

5.2.7 Decision Making

Decision making forms part of a good organizational culture. Sometimes, when executing duties and responsibility, some decisions must be taken to effect change either positively or negatively. In an organization and at all levels, decision making takes place. Decision making involves both individual staff on one hand and the department on the other hand and the management and directors. A strong organizational culture involves all levels of employees in the decision making process for a successful outcome. Making decisions involves a number of processes and consultations. Staff needed to consult management in making decision. These processes caused a lot of stress on staff as they go the process of decision making. The findings of the study revealed that all professional staff especially the librarians of the various institute had the capacity to make decisions concerning the affairs of the library. This, they did in consultation with management and their various directors. This means that things concerning the library were done in consultation with management and through the right channel.

This confirmed the findings of a research done by Basi, (1998), who said, it is the administrative level and the organizational culture which together create the position context which in turn determine the decision-making requisites for the position holder. This is not to say that the position holder has no creative choice. He went
further by saying, whatever decision-making role the position occupant undertakes needs to be congruent with the position context for the person to be effective in the particular management role. Making decision is a stressful activities which staff go through to make a choice from the alternatives.

5.2.8 Repetition of Work

The library work is such that the section one finds him or herself with determined the kind of work to do. Staff at the circulation desk are almost all the time answering users’ queries just like reference librarians. The cataloguers are always cataloguing library materials. In spite of this, the study revealed that some staff view library work as repetitive whiles other staff also see the work in the opposite direction. Shelving, answering users’ queries and providing information for users are routine work in the library. On the other hand, writing monthly, quarterly and annual reports, doing research to publish articles, coding and entering new materials unto the system are some of the activities that are not done everyday or on regular basis. Depending on the section a staff belonged to and the work being done by the staff determined whether the work was stressful or not. Some staff viewed repetition of work as stressful since they keep doing things over and over again without facing any challenges. On the other hand, where a staff was faced with a new task to handle and did not know how to handle it, that staff may see the new task which is not repetitive work as stressful.

Kuhlmann & Ardichvili, (2015) argued in a theory which proposed that expertise in applied disciplines occurs through years of engaging in the high-value, non-routine work. Professionals with an intelligence matched to the discipline and willingness to
work hard are more likely to be successful in this non-routine work. Professionals who find the discipline fascinating and who revel in ambiguity are likely to repeatedly seek this non-routine work. Finally, professionals in organizations with complex client issues are more likely to have opportunities to engage in non-routine work. Therefore, whether repetition of work or not one may feel stressed with whatever work the staff had done.

5.2.9 Communication at the Work Place

Communication is the transmission of meaning from one person to another or to many people, whether verbally or non-verbally. Communication from one person to another is commonly depicted as a simple triangle consisting of the context, the sender, the message, and the receiver (Barrett, 2006). According to Bakar & Mustaffa (2013), research done on organizational communication had shown significant associations with many important outcomes. Through effective communication, leaders were able to lead. Good communication skills enable, foster, and create the understanding and trust necessary to encourage others to follow a leader. Without effective communication, a manager accomplishes little. Without effective communication, a manager cannot be an effective leader. It was established from the findings that staff did not have any challenges or faced stress during communication at the workplace. Staff used the channels of communication in their various institutes to communicate. Official communication were mostly done through memos and sometimes through telephone calls. There were other times that information was communicated through phone applications such as watsapp which was not official but it was still used to
communicate. These media of communication facilitated easy flow of communication and cleared any doubt within the institute.

This affirms what Mehra & Nickerson, (2018) said that job satisfaction may be enhanced, by focusing on the development of a positive communication environment; in addition, employees who belong to different generations may define what constitutes a positive communication environment in very different ways. Burnes (1992) as cited in Kitchen & Daly (2002) stated that communication is a way of avoiding uncertainty that change can promote. This is important as high levels of uncertainty will negatively affect readiness for change (Elving, 2005).

5.2.10 Bureaucracy at the Workplace

Bureaucratic power – the power derived from the formal authority of the bureaucratic organization – has become a central organizing mechanism in modern societies (Zhou, Ai & Lian, 2012). In their study, they developed theoretical arguments to identify institutional sources as well as limitations of bureaucratic power. They argued that the very institutional sources of bureaucratic power also cultivate the countervailing forces that set limit to the exercise of bureaucratic power in formal organizations. The still-prevailing bureaucratic power relations prevent employees from fully contributing to collective learning and organizational development (Kira & Frieling, 2007).

It was found out from this study that request from staff for items to be purchased had to go through the appropriate processes before acquiring them. These processes can sometimes take some time before getting what was requested. Sometimes, it did not take much time to purchase such items. It was established that there were not too
much bureaucracy in the various institutes provided there were adequate funds available at the time. Bureaucracy only comes in when there is delay in purchasing of items which have been requested for a long time due to inadequate funds. Ballé (1999) argued that when operated sensibly, a bureaucracy was efficient because it benefited from economies of scale and avoids duplication of effort, whilst maintaining standards of quality. Although bureaucracy is often regarded as dysfunctional, it can be instrumental in the democratization process in the context of the developmental state (Im, 2017).

Bureaucracy, which was found in every institute of the Council for Scientific and industrial Research tends to cause stress on staff at the workplace.Delaying the provision of items which had been requested to work with, put pressure on staff to continue to work even though the resources to work with are not available.

5.2.11 Recognition of Work

Library work is stressful when it comes to processing of books especially, shelving books, and answering users’ queries. Professional library staff hold Master of Degree in Information Studies or Library Studies. Yet, they were not being recognized by some staff and other people. The study revealed that majority of the staff were recognized for their work done. Those who said they were recognized for their work said that the fact that other staff directed users to them for assist meant that those staff recognized their work in the library. For this reason they said they were being recognized for their work done because if they were not being recognized other staff would not have directed users to them for assistance. To another staff, they were being recognized for their work because from time to time meetings were organised.
for those who had done any research to come and present them to the general staff. This confirms the research done by Berglund & Andersson, (2012). To them, recognition and assessment throw light onto competence that may not have been highlighted before.

On the other hand, minority of the staff said they were not being recognized for their work because they did not understand the work of library staff. To others, it was their normal duties which they had to perform. The staff who said they were not being recognized for the work gave reasons that there was no award system within the library except the one organized by the institute which awarded mostly the department and few individuals. So library staff were not recognized for their work.

When staff put in their all to work hard and they are not recognised for their effort it tends to bring disappointment and stress on them. Due to the fact that they were not recognised for what they had done, the energy and zeal for working come down. This affected productivity at the workplace.

5.2.12 Utilization of Skills and Talents

It is expected that people go to school to acquire knowledge and skills and work with that knowledge and skills at the workplace. So it is required of staff by the institute to use their talents and skills at the workplace. Interest in skills utilisation has recently been receiving more attention (Buchanan et al., 2010) and skills under-utilisation is now recognised as affecting more of the UK workforce than skills gaps or shortages (Wright & Sissons, 2012). Workplace learning takes place in many settings and in different ways, resulting in knowledge and skills of different kinds (Berglund & Andersson, 2012). Both under working and over working bring stress of staff. The
fact that the work is not challenging or is demanding tells how stressful work is to staff.

The study revealed that some staff were able to fully utilize their skills and talents whiles other were not able to fully utilize theirs. Those who could not fully utilize their skills and talents gave a reason of inadequate resources such as office computer, strong internet connectivity to work with in the library and also under certain supervision they could not perform to their fullest because they may not be allowed to do what they wanted to do. It was also released that staff can do more under improved environment and services in the library. The environment in which one finds himself or herself sometimes made it impossible for that person to fully utilize the skills and talents. Other staff also attributed the inability to fully utilize their skills and talents to management interference. Employees’ freedom to exercise duties was very necessary in every organization. When staff are given the freedom to execute their library duties without strict supervision, they are able to give off the best they can leading to organizational effectiveness.

Grant, Maxwell & Ogden, (2014) assert to the fact that a combination of work (Watson, 2012) and management practices (Findlay et al., 2011) act to construct barriers to employees’ skills utilisation. On the other hand those who fully utilize their skills and talents do so because of the research they conduct almost all the time. It gave them the opportunity to apply their skills in any research that they did. This supported the findings of the research done by Buchanan et al. (2010). In the research they concluded that improving workplace skills utilisation is akin to “grinding through granite” whereas Brinkley et al. (2010) noted that many employees feel their skills exceed those required in their job. Some staff were stressed with work due to
the fact that there were not adequate resources to work with in the library. That was why they could not fully utilized their skills and talents at the workplace.

5.2.13 Other Challenges at the Workplace

Some staff in the library did not have library background and they were not knowledgeable in the library work, so working with them was somehow difficult because they were always told what to do and how to do things. They were not well vested in the technical aspect of the work such as processing of books. This made the librarian do certain work which could have been done by the other staff. This put stress on the Librarian since he or she had to do certain work which were meant for the junior staff in addition to their own work. Low staff strength was also one of the challenges staff in the library face. There were not enough staff to work in the library which made some staff not to go for break when they go to work. The reason was that, they could not close the library to users during working hours since they were the only staff there therefore, their inability to go for break. This made the work stressful since they had to be at work all the time.

The use of electronic clocking machine by an institute which recorded the time of reporting to the office and the time of signing off from the office also had its own stress that it brought on some staff. Due to the electronic clocking, staff were always in hurry to come to work at the reporting time. Failure to come on time had its own consequences. This always put stress on them especially on the reporting time to work.
5.3 EFFECTS OF STRESS ON LIBRARY STAFF

Workplace stress is a major issue for organizational leaders because of its significant economic implications and impact on productivity, organizational performance, and the health and well-being of employees (Bucurean & Costin, 2011). Unrealistic demands, lack of resources and constraints on employees lead to stressful workplaces and can negatively affect performance (Sinha & Subramanian, 2012). Prolonged exposure to workplace stress will negatively affect job performance by reducing interest in work activities and initiatives and can lead to physical ill health and psychological symptoms of distress (Spurgeon et al., 2012). When one experienced stress for a long time, it tend to have negative effect on the person. It made people behave in certain ways or do certain things in a way which under normal circumstances they would not have done.

On the negative effects of stress on the professional staff of the library, it was found out from the findings that some staff were affected negatively by stress while others were not stressed therefore, did not have any negative effects. Most of the staff were not able to perform well due to stress which affected their productivity, some lost concentration which caused them to make mistakes in whatever they did. Some also felt low esteem when stressed. They felt they did not belong to where they found themselves when they are stressed. This was supported by a research done by Griffin & Clarke (2011), who said that although it is individuals who experience stress, it has direct consequences for businesses. Their sense of belong was not there. Others also exhibited tiredness when they were stressed and this made it impossible for them to do anything till their stress level come back to the normal level. This findings was also supported by a research done by Halkos, & Bousinakis, (2010). To them reduced
productivity, mistakes, low quality work and absenteeism are signs of a stressed employee.

5.4 STRATEGIES OF MANAGING STRESS AMONG LIBRARY STAFF

Today, stress is part of our lives, and work-related stress is a topic of interest. Recognizing stressful situations is very important to adopt appropriate strategies to cope with stress and to achieve more effective organization of reference services Petek (2018). A workplace is a community and as such, contributes to the individual’s sense of identity, affiliation, worth and meaning (Franklin, 2003; Broady-Preston, 2010). Therefore a negative experience such as workplace stress may have a profound impact on individuals. Potentially, stress may impact on the individual, the library service, and the wider organisation; beyond the immediate environment, employee stress may impact on the organisational sector and the country as a whole. People get stressed under different condition at any given time. Since stress had become part of human activities, there was the need to manage it so that it did not affect their daily output negatively.

From the findings, it was revealed that majority of the professional library staff at CSIR experienced stress as well as it negative effects. It emerged from the interview that professional library staff had device their individual ways in managing their stress at the workplace. Some professional staff stop work and relax for some time when stressed, if not, they might make mistake with what they were doing. Some also walked around the workplace, outside the office to breath in fresh air, revived themselves when stressed so that they may get new energy to continue with their work. Chatting with colleague to release tension was what others did when stressed.
They could move from their desk to another colleague in the library to chat with and at other times, moved outside from the library to other office to chat with colleagues to release some of the stress. This findings is supported by Lemu (2007) who put forward that in terms of dealing with organizational change or efforts to modify or eliminate the source of stress by dealing with the situation, individual employees can seek information by talking to family, friends, superiors, co-workers or subordinates, by making plans of action, or through bargaining or reaching a compromise to seek a possible solution. Nagy (2006) also argued that joining others for lunch and sharing stories that do not relate to work helps keep individuals motivated and fresh.

For others because they cannot absent themselves from work without any reason they rather took some of their annual leaves to stay at home or travel to release stress. Kobussen et al., (2014); Swayze & Burke, (2013) support the fact that dealing with workplace stress makes good business sense because lowering stress levels can: reduce absenteeism; improve job satisfaction; increase productivity; enhance the organization’s image; and improve performance outcome satisfaction. The data suggested that professional library staff of CSIR did not go for formal counselling as a way of dealing with stress, they rather enjoyed informal counselling from friends.

5.4.1 Institutional Support

The workplace is a place where staff need to feel some sense of belongingness. It is a place where staff need to support each other. According to Aube, Rousseau & Morin (2007), organizational support involves the degree to which employees feel that the organization is ready to fairly compensate them for their efforts, help them when they need to make their work interesting and provide them with adequate working
conditions. The institute also has a part to play to support staff who are stressed. Staff are to work and bring out their best for the institute to achieve its aims and objectives. For this reason the institute also have a part to play to make staff feel stress free at the workplace. It was revealed from the study that there was not institutional support for staff who got stressed in the workplace. The findings from Foy et al (2019) supported the fact that organizational approach where can enable workplace change by developing and implementing social support and work–life strategies, and potential pathways to reduce levels of workplace stress and improve quality of life for employees and enhance performance. Also a research done by Zhang et al (2017) had shown that institutional support positively affected product and process innovation and firm performance. Topper (2007) also said the library as employer should work with staff to alleviate some of the stress by developing staff training programs

5.5 CONCLUSION

The study purposed to examine issues related to stress among professional staff of the thirteen institutes of the Council for Scientific and Industrial Research. In doing this, it sought to find out the causes of stress in the library, the effect it had on staff and work and how stress is being managed. These were some of the themes which have been subjected to a thorough discussion include transportation, other sources of income, sources of stress, physical working environment, attending workshops, conferences and seminars, communication and bureaucracy, recognition of work. The minutes staff travel from their various home to the workplace considering the time they leave home and the traffic congestion, salary not enough to take care of personal and family needs so the need for other business for other source of income, the
physical working environment which was not conducive to work under with limited space, air conditioners not functioning properly all causes stress on library staff. This situation had negative effect on staff and work. It led to low productivity and lost of concentration. To overcome the negative effects of stress, staff had adopted ways to manage their stress. They sometimes relaxed for a while before continuing the work, chat with colleagues and taking leave when necessary were some of the ways they managed their stress since there was no institutional support for staff who experience stress at the workplace.
CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATION

6.1 INTRODUCTION

This chapter deals with summary of the main findings, the conclusions and recommendations of the study. The conclusions are derived from the main findings of the study. These conclusion are in line with the study’s objectives. The study set out to find out the sources of stress among professional library staff of the thirteen institutes of Council for Scientific and Industrial Research, its effects and how the managed the stress.

6.2 SUMMARY OF FINDINGS

The findings of the study, which were based on the objectives, revealed that professional library staff of the various institutes of the Council for Scientific and Industrial Research viewed inadequate resources, unfavourable working environment and others as causes of stress.

6.2.1 CAUSES OF STRESS

Staff experienced different levels of stress with different causes. Some of the causes of stress at the workplace were peculiar to some institutes whiles some of the causes were general causes of stress in the various institutes of Council for Scientific and Industrial Research.
6.2.1.1 Transportation to Work

From the data gathered it could be seen that professional library staff of the Council for Scientific and Industrial Research commute from their various home to the workplace either by foot, private car or commercial car. They spent as long as an hour to get to the workplace due to traffic congestion. Traffic congestion which made them spend more time on the road caused stress to the professional library staff. This affected their productivity because they were already stressed before beginning the day’s work.

6.2.1.2 Other Sources of Income

Almost everybody’s salary was not enough to cater to the personal needs as well as families. Most people needed to really manage their salaries to take them through the month. For this reason, some professional library staff ventured into other business to generate other income for them aside their salaries that they received every month. From the interview it was gathered that some staff ventured into other businesses such as transport business, estate developing business, some were into part-time teaching and had consultation business which generated income for them for the up keep of themselves and their families.

6.2.1.3 The Professional Work Environment

Stress can be experience almost everywhere and at any time. The library is no exception. There were certain conditions or situation that brought stress on the staff at the library. Melgosa (1999) defined stressors as environmental events or conditions
that have the potentials to induce stress. There were certain stressors that were peculiar to each institute and some were also general problem the almost all the libraries in the institutes faced. Some of the causes of stress include funding for the running of the library, publishing articles in addition to the library work, poor internet connectivity which made online searches frustrating, absence of certain resources such as office computers, inadequate reference materials, photocopying machine, which made users to send the library materials out without returning them on time.

6.2.1.4 Physical Working Environment

The physical working environment also caused stress on the professional library staff of the various institutes. The working environment was not conducive for staff to work in, staff experience stress and frustration. Air conditioners not functioning well, problem with space and poor lightening system in the library caused stress on the staff. The sharing of space by both staff and users and also staff sharing the same office which led to no privacy made working frustrating and somehow uncomfortable to learning because they were stress.

6.2.1.5 Workshop, Conference and Seminars

Workshops, conferences and seminars are organized to learn new things on a particular subject. It made members upgrade themselves and getting current information. Attending workshops, conferences and seminars by professional library staff helped them to acquire new skills in addition to their already acquired skills in other to help search and provide information for user. From the data gathered professional library staff go for such programmes in order to provide better services to
users and equipped themselves as well in their area of duty. The stressful of this is leaving whatever one is doing and making time to go for such programmes. This affected performance because extra time had to be created to make up for the time lost.

6.2.1.6 Meeting Deadlines

After attending programmes and events concerning library staff were faced with meeting deadlines in their various duties and responsibility. It was gathered that most staff were able the meet their deadlines of the duties such as writing report and others. Though was sometimes stressful in meeting deadline because of the numerous responsibilities that they had.

6.2.1.7 Decision Making

Decision making is necessary and vital in every institution or organization. Decision were made to improve situation or change situation though stressful in making the decision. It was released that the professional staff in the library had the capacity to take decision concerning the welfare and the improvement of the library. Since the department cannot do anything in isolation from the rules and regulation of the institute, professional library staff made decision on behalf of the library but these decisions were taken in consultation with management.
6.2.1.8 Repetition of Work

Most often than not, a lot of people and including some staff see the library work as a routine work. Some staff in the library saw the work in the library as repetition. According to them, shelving of library materials, answering users’ queries and providing information for users were seen as duties which were done everyday or on regular basis. On the other hand, some staff also saw the work on the library as not repetitive. Writing monthly, quarterly and annual reports, conducting research and publish articles, coding new materials and entering them into the system are not done on regular basis. Therefore, to them the library work was not repetitive one. The duties of staff determining how stressful the work is for the staff or not.

6.2.1.9 Communication at the Work Place

Communication is vital in every organization. Without communication things would not be done right in institutions and organization. Therefore, communication is needed in every organization. From the study it was seen that there was free flow of communication in every institute within the Council for Scientific and Industrial Research. Within the various institute, the medium of communication was mainly through the writing of memos. Memos are the means through which information is disseminated. Other means of communication is the use of telephone calls and wastapp messages. Communication within the institutes were not stressful since information could easily be exchanged.
6.2.1.10 Bureaucracy at the Workplace

Bureaucracy in an organization is a system of controlling or managing activities within an organization. Bureaucracy in the various institutes of the Council for Scientific and Industrial Research was not a complex one. When there were funds to purchase items for the library, the procedure was not bureaucratic. But in a situation where there was delay in purchasing items, then the system was seen as bureaucratic which made work stressful since items that had been requested to work with were not available. So it could be said that the bureaucratic system in the various institutes was not all that complex.

6.2.1.11 Recognition of Work

Some staff were not recognized for what they do in the library. They were not recognized for the work done because according to the staff, other staff in other department were not knowledgeable of the work in the library. For this reason they did not appreciate what they do, which made them not to recognize the work done by library staff. This made work stressful since whatever staff did were not recognised by others. Some staff according to them, they were being recognized for the work done in the library because some staff come to them for assistance and information.

6.2.1.12 Utilization of Skills and Talents

Some staff were able to utilize their skills and talents that they had acquired through schooling, workshops, conferences and seminars. The utilization of skills and talents helped in getting work done such as assisting users in providing information and
directing them on how to search for information. Also due to inadequate resources in
the library, some staff were not able to utilize their skills and talents acquired because
some resources such as office computer, poor internet connection and inadequate
space were not available to work with in the library. This also brought stress to staff
since they had the needed skills but did not use them because of inadequate resources.
Some also could not fully utilized their skills and talents under supervision. These
reasons made them not to fully utilize their skills and talents.

6.2.1.13 Other Challenges at the Workplace

There were other challenging at the workplace which did not make working all that
comfortable. Some staff in the library had not gone to library school and thus, did not
have library background. This made working with them a little difficult because they
were not all that knowledgeable in the library work and could not work on the
technical aspect of processing materials such as cataloguing and classification of
library materials. Again, the staff strength in the library was low. The library had
limited staff which made working difficult because there were not enough staff to
work with. This caused some staff not to go on break because the staff were limited.
Also, the introduction of electronic clocking machine at the workplace made coming
to work stressful. This was because coming to work late all the time comes with
certain consequences on the individual staff. All these challenges come together to
cause stress on staff.
6.2.2 EFFECTS OF STRESS AMONG LIBRARY STAFF

Stress comes with diverse consequence. The effects of stress on the library staff were being experienced differently. From the research done, it was released that some staff experienced stress and their inability to concentrate, low productivity, feeling tired and feeling low self-esteem were some of the negative effects on them and the work. These effects of stress affected their productivity which in the long run affected the output of the department and the institute on the whole. Therefore the need to manage stress.

6.2.3 STRATEGIES OF MANAGING STRESS AT THE WORKPLACE

Stress management is about what one does when one is emotionally or physically challenged or under tension. There are different ways of managing stress. Ways of managing stress among professional library staff included relaxing when stressed, chatting with colleagues, walking around and taking annual leave if possible. These ways of managing stress by professional library staff had helped them to control or overcome stress in order to perform well in the workplace to achieve their institutional goals.

6.2.3.1 Institutional Support

The institute has a part to place to support staff who are stressed. Staff are to work and bring out their best for the institute to achieve its aims and objectives. For this reason the institute also had a part to play to make staff feel stress free at the workplace. From the research it was found out that there were no institutional support for staff
who experience stress at the workplace. Management did not have any policy which helped staff when they were stressed other than staff finding their own means to handle their stress.

6.3 CONCLUSION

In conclusion, the purpose and the objectives of the study which were to examine issues related to stress among professional staff and to identify causes, effects and ways of managing stress among of the thirteen institutes of the Council for Scientific and Industrial Research have been met. The study looked at some of the causes of stress in the library, how the stress affected staff and the work and how the stress were being managed so that it did not affect health, attitude and work in general. It was revealed that not all the staff were stressed with work. Some were able to deal with the stress at the workplace, were comfortable with the physical working environment and were able to work with the limited resources whiles others were not comfortable with it. This resulted in some staff having the effect of stress and others not having any effect of stress. Staff exhibited different effects of stress and they found ways to manage that effects so that it did not affect their personal lives and their work. Due to the causes and effects of stress, recommendation are being to make the workplace a stress free place to work in.

6.4 RECOMMENDATION

From the study it was revealed that staff experienced stress mainly because of resources that were not adequately available. Management should therefore assist professional library staff to reduce stress in order for them to provide efficient and
effective services to their users. The following recommendations were made based on the findings:

6.4.1 Provision of Adequate Resources

Staff in the library lacked certain resources which did not help them to fully utilizing their skills and talents in providing efficient and effective services to the users of the library. It is therefore recommended that the management of the various institutes within the Council for Scientific and Industrial Research provide all the needed resources such as adequate office computers, stable internet connectivity, air conditioners and photocopying machine for staff to work better and provide current and updated information to users.

6.4.2 Favourable Working Environment

From the study it was found that, the working conditions were not all that favourable for staff to work in. The air conditioners not functioning well, the problem with the lightening system and inadequate of space in the library made learning and working made the workplace a bit uncomfortable. It is therefore recommended that the air conditioners should be serviced so that it can function properly for the room to have a favourable temperature and where there is no air conditioner some should be fix. The lights that were not working should be replaced to get better lightening in the library. Again, the space in the library should be expanded to avoid over crowding and to have offices for staff to work in. Where the library cannot be expanded, the library should be moved or relocated to a different location where there would enough space to accommodate both staff and users without any problem. These would help create
favourable working environment for the staff of library to work comfortably without much stress and for users to feel comfortable in the environment and learn.

6.4.3 Employment of More Staff

It was revealed from the study that professional library staff experienced stress due to inadequate staff in the library. It is therefore recommended that more staff both professionals and para-professionals should be employed in order to reduce the workload on the existing staff. National service persons too could be sought for to help the existing staff.

6.4.4 Institutional Support

Some staff experience stress at the workplace. These have negative impact on them. According to staff, the institution did not have any policy on how to assist staff reduce their stress level at the workplace. It is recommended that the various institutes should have policies on how to assist staff when they are stressed. This would help them reduce their stress level and also work better in the library.

6.4.5 Seminars on Stress Management

Seminars are organized on particular topics on each meeting for members to be aware of what is trending on a particular issue and update themselves with current information. The study revealed that there had not been any seminar on stress management for staff to know ways they can help themselves when stressed. It is, therefore, recommended that management should organise seminars on stress
management regularly in order to assist staff to add professional touch to their coping strategies.

6.4.6 Institution of Meetings to Ascertain Staff Problems

The study revealed that the professional library staff encountered many problems in the library that stressed them. It is therefore, recommended that meeting should be organized on regular basis to ascertain the professional library staff’s problems for prompt resolution rather than wait for the problems to stress out the staff before taking action.
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Appendix A

INTERVIEW SCHEDULE FOR PROFESSIONAL STAFF IN THE LIBRARY AT CSIR

Dear Sir/Madam,

My name is Maryland Awer Gyesi, a graduate student at the Department of Information Studies, University of Ghana, Legon conducting a study entitled: Stress Management among Professional Staff of Special Libraries in Ghana as part of the requirement for the award of a Master of Philosophy (MPhil) degree in Information Studies. I would be very grateful if you could spare a few minutes to be interviewed. Please be assured that your responses are completely anonymous and would be used solely for academic purposes. Your co-operation is fully appreciated. Thank you.

Interview questions for professional staff of the library

1. Gender

2. Age

3. What is your job designation in the library?

4. How many years of experience do you have as a library staff?

5. Which unit of the library do you belong to?

6. What is your means of transportation to work? Foot, Private car or commercial car

7. What is your estimated travel time to work (hours)?

8. Is your salary enough to take care of your personal and family needs or do you have other source of income?

9. Do you get any remuneration or incentives apart from your salary?
10. What are the main causes of stress in your job?

11. Are you stressed with the physical working environment? (Uncomfortable seating, lighting, excessive heat).

12. Does your job allow you to attend conferences, workshops and seminars outside your job premises? If yes, how are you able to coordinate activities in your office immediately on arrival to meet deadline obligations of your job?

13. Are you able to meet deadlines of your job responsibilities?

14. Does the job allow you to make decision on your own?

15. Does the job involve a lot of repetitive work?

16. Are you faced with communication challenges from management? How do you address such challenges?

17. How does the bureaucracy in your work place affect your work output and also increase your stress?

18. What other challenges do you encounter at the workplace? If yes, how do you address such a challenge?

19. Do you receive appropriate recognition or reward from management or users of your library for your performance?

20. Are you able to utilize your skills and talents to the fullest extent at work? And how does it affect you?

21. What negative effects caused by stress do you experience? (increased absenteeism, low productivity, reduce job satisfaction)

22. How do you manage the stress resulting from your work?
23. What has your institution been doing to assist in coping with or preventing your stress?

24. What are your suggestions to make the workplace stress free?
The Librarian
Council for scientific and Industrial Research
Accra

Dear Sir/Madam,

LETTER OF INTRODUCTION

This is to introduce to you Ms. Maryland Awer-Gyekyi, an MPhil student of the Department of Information Studies. She is researching on the topic: “Stress management among professional staff of special libraries in Ghana: A case study of Council for Scientific and Industrial Research (CSIR)”. Maryland is expected to submit her Thesis as part of the requirement for the MPhil programme.

We would appreciate any support you can give her.

Yours faithfully,

[Signature]

Dr. Emmanuel Adjei
(Head of Department)

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