

Occupational Stress Among Library Personnel And Service Delivery At University Libraries In South-West, Nigeria

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ABSTRACT

The study adopts a correlational type of descriptive survey research design. The study population comprises 301 library personnel (library officers and librarians) from nine selected universities in South-West, Nigeria. The nine universities selected spanned across Oyo, Osun and Ogun States. Total enumeration was adopted to investigate all the population. Data were collected using standardised questionnaire while data gathered was analysed using descriptive and inferential methods. Results showed that the level of occupation stress of library personnel was moderate (overall mean = 71.2) in universities sampled in Southwestern Nigeria. The stress of meeting deadlines mostly contributes to the occupational stress of library personnel ($\bar{x}=3.71$) followed by stress associated with a supervisor or senior colleague's directive ($\bar{x}=3.69$). Services that are mostly delivered by the library personnel are answering users' queries ($\bar{x} = 3.88$), technical services, selective dissemination of information ($\bar{x} = 2.90$), and current awareness service ($\bar{x} = 2.81$). Among the services, technical services ($\bar{x} = 3.94$) and answering of users' queries ($\bar{x} = 3.52$) are the ones that were delivered more often. Essentially services like current awareness services ($\bar{x} = 2.15$) were rendered occasionally. There was a weak negative correlation between occupation stress and service delivery by library personnel in university libraries in South-West Nigeria ($r = -.262^{**}$, $df=294$); $p < 0.05$). The existence of occupational stress among library personnel is a great impediment to service delivery. University libraries should leverage technology and provide adequate skilled manpower to ease the workload and stress being experienced by library personnel in the region.

KEYWORDS

Occupational stress, service delivery, library personnel, university libraries, South-West, Nigeria

Introduction

All over the world, libraries are committed to providing free and equitable access to information materials for all, be it in paper, electronic or audiovisual form. Libraries play a crucial and significant role in creating literate environments and promoting literacy by offering quality service delivery. The concept of providing information services has been known for thousands of years even before the introduction of various technologies that will improve and increase the effectiveness of service delivery. Libraries have developed as an important part of the academic institution and are required to contribute to the fast-growing higher education environment. They are also designed to meet the need of its patrons in the institutions they serve. The primary goal of university libraries is to assist the parent institution in achieving its goals. A well-established library is essential to any academic system. An academic library's main purpose is to support teaching, learning, and research by providing relevant and usable materials in the form of books, serials and electronic resources.

Akpokodje and Lawal (2015) posit that academic libraries are rethinking how they deliver services and offering services to meet their users' information demands regardless of time or distance. Eguavoen (2018) noted that a university library's service delivery plays a significant part in establishing a positive image of the library by providing equitable, timely, and reliable information. Through the services it provides, the university library helps users with both academic and personal issues. As a result, the demographics of university library users are diverse, including undergraduate students of various age groups, postgraduate students, academic staff members, and non-teaching staff members.

Every university library, regardless of its size, exists to serve its patrons. Service is the important term in service delivery. In general, service entails providing intangible benefits to persons or organisations through a variety of activities or the supply of physical facilities or products. In university libraries, it is critical that users have access to information services that can help them satisfy their diverse information needs (Phillips, Oyewole & Akinbo 2018). The services provided, as well as the availability of resources and the attitude of library workers in dealing with patrons, all contribute to the delivery of library services. The library must gather materials in all fields of knowledge, published and unpublished, print and non-print, in some depth and globally, not just those given by its institution (Awotola & Olowolagba, 2018).

The International Federation of Library Associations and Institutions (IFLA) has established high standards for library service provision and delivery that libraries must follow: evaluations to examine the strengths and weaknesses in the supply and delivery of these services will be done in order to guarantee that the established standards are satisfied; the ability of university libraries to use information and staff knowledge to better serve the needs of their academic community and improve service delivery is consequently critical to their success; academic libraries must provide access to a broad range of information resources to facilitate academic success, such as reference and referral services, orientation activities, and instruction sessions that teach students the critical thinking skills necessary for using library information resources are one of the basic services provided by the staff, especially to new students of the institution (Umoh, 2017).

However, in any service-oriented organisation, human resources are the most important resources. Similarly, knowledgeable library staff is one of a library's most valuable assets. Most libraries devote a great deal of time and effort on establishing the competencies or skills, knowledge, attitudes, and behaviours, that library staff must possess in order to deliver the greatest services to their patrons. As a result, the staff is the most important resource in any library. This resource is in charge of converting all other resources into valued products and services. As a result, tremendous care and attention must be given to the development of this resource. The strength of a good educational programme, according to Arubayi (2009), is not in the attractive structure, enough equipment/facilities, or competent curriculum, but in the quality and quantity of the staff or workers. Several types of workers, at various levels, who make up the library's workforce, are necessary to carry out the various functions of the library.

Library staff are not expected to face occupational stress for better job performance. This is because occupational stress might negatively influence their work output while it leaves some impact on library service delivery. This was why Agada and Tofi (2020) asserted that if job stress is properly handled and ethical norms are consistently followed, librarians and other supporting personnel will perform as intended. Occupational stress, job stress and work stress are terms that are often used interchangeably. Occupational stress is a reaction that people experience when they are confronted with job demands and pressures that are out of proportion to their knowledge and talents, and which put their ability to cope to the test (WHO, 2003).

Occupational stress among librarians is examined in this study by looking at job demand, work environment, relationships, and job security. Workload, job stability, autonomy, role conflicts, shift work, poor compensation, technology change, low morale, and lack of recognition are all major employment stressors that affect job performance (Vijayan, 2018).

Occupational stress can cause a variety of long-term health issues, such as diabetes, high blood pressure, depression, and anxiety, as well as headaches, exhaustion, muscle aches and pains, anxiety, depression, accidents, family troubles, low morale, and isolation from coworkers, to name a few. Moreover, it is imperative for library personnel to know that the manner in which services are provided at the point of patron or user contact and the impact of their behaviour are critical in establishing effective service delivery in academic libraries. People who have contact with other people regularly are said to be prone to occupational burnout. As a result, library staff cannot be exempt from these types of workers because they spend the majority of their time discussing and interacting with library consumers (Adebayo et al., 2018). Devi and Lahkar (2020) assessed occupational stress among library professionals in university libraries of Assam, India. It was found out that library personnel were under a lot of stress at work, with work overload being the most powerful stressor with the highest weighted average. However, the outcome of the study in India cannot be generalised for a developing country like Nigeria because work environment differs. There is therefore a need to know how occupational stress affects library services in university libraries in Nigeria. It is imperative to investigate job demand, work environment, interpersonal relationships as well as job security for librarians in universities in Nigeria to properly measure their occupational stress.

Problem statement

The dispositions of library staff could determine the quality of services rendered at the university. Working in a stressful library environment could result in poor library services by the library staff and could also mar the productivity of the entire university system. A stressed library staff will not be mentally eager to contribute effectively to library services. Library staff who face occupational stress may find it difficult to stay committed to the library, which may have a negative resultant effect on library services. Library staff could

face a variety of job demands, including work overload, shift work, weekend duties, obnoxious patrons, and frequent technological change. More so, work environments like sitting in front of a computer for a long period of time and working without the necessary tools that will aid the work on a daily basis may have a negative impact on service delivery in Nigeria. The identified gaps lack empirical findings in the existing literature, and there is an urgent need to investigate the status-quo in this era of the new normal when the roles of librarians keep changing.

Objectives of the study

The main objective of the study is to investigate occupational stress among library personnel and service delivery at university libraries in South-West, Nigeria. The specific objectives of the study are to:

- i. examine the level of occupational stress among library personnel at universities in South-West, Nigeria;
- ii. ascertain the types of service delivered at university libraries in South-West, Nigeria; and
- iii. find out the frequency of service delivered at university libraries in South-West, Nigeria

Research questions

The following research questions guide this study:

- i. What is the level of occupational stress among library personnel at universities in South-West, Nigeria?
- ii. What are the types of services delivered at university libraries in South-West, Nigeria?
- iii. What is the frequency of service delivered at university libraries in South-West, Nigeria?

Hypothesis

The null hypothesis for this study at the 0.05 level of significance is as follows:

H₀₁: There is no significant relationship between occupational stress and service delivery among library personnel at universities in South-West, Nigeria.

Review of related literature

Libraries are designed to provide a variety of services to its patrons; consequently, services are the library system's core product. The provision of services is at the heart of the establishment of libraries around the world. A service is any act or performance that one party can provide to another that is intangible and does not result in ownership of something. Every establishment's important mission statement and vision is to provide services in the most effective manner possible, ensuring maximum client satisfaction. To be effective, services must have features like availability, reliability, timeliness and dependability; they must also be usable, helpful, credible, sustainable, responsive, flexible, expanded, and authentic (World Meteorological Organisation, 2012).

Service delivery is at the heart of the establishment of libraries around the world. It's critical that consumers have access to information services that can help them satisfy their diverse information needs (Phillips, Oyewole & Akinbo 2018). Service delivery requires the presence of engaged participants, both those providing the services and those receiving or benefiting from them. As a result, a service can be thought of as a relationship that helps one or more communities, individuals, households, businesses, or corporations respond to a need or problem. It's critical that consumers have access to information services that can help them satisfy their diverse information needs. As a result, a library that plays around with service delivery risks a negative user perception and possible user disinterest (Phillips, Oyewole & Akinbo 2018).

Usooro (2019) conducted a study on reference service delivery and users' satisfaction in federal university libraries in South-South Nigeria. The study's findings showed that in Federal University Libraries in South-South Nigeria, there is a substantial association between reference service delivery and user satisfaction. Users were also delighted with the reference services, according to the data. The study's findings revealed that happiness with reference services is dependent on their delivery, and that adequate delivery of information services improves satisfaction. In another study conducted by Chinonye, et. al. (2016) on perceived service quality and user satisfaction in library environment. It was revealed that library service quality has a significant positive influence on library utilization and a direct significant effect on user satisfaction, but the total effect on user satisfaction revealed a non-significant effect of library service quality.

Service delivery can also be influenced by the availability of infrastructure and furniture like tables, chairs, shelves etc. This was buttressed in the study of Farah (2013) on factors influencing quality service delivery in public libraries in Kenya a case of Garissa provincial library in Kenya. The findings of the study reveal that the availability of reading materials had an impact on the quality of library service provided. For all types of users, the library lacked the necessary information. The findings also demonstrated that technological adaption affects the delivery of high-quality library services. Vijeyaluxmy (2015) investigated a study on students' satisfaction with library services in an academic library: special reference to Trincomalee campus, the findings of the study revealed that students have sufficient reading and library use habits; many students' readings are subject oriented; students visit the library on a regular basis to consult books for their studies and recreational reading. More textbooks should be purchased, and the recreational reading collection should be expanded. OPAC terminals should be improved and updated for the readers, and signage should be designed clearly.

Types of services delivered in the university library

For all types of users, libraries provide various forms of information items and resources for the acquisition of knowledge, recreation, personal interests, and inter-personal interactions. Individual users will be able to engage in intellectual, spiritual, inspiring, and recreational activities through reading, allowing them to interact with society's riches and acquired knowledge (Awotola & Olowolagba, 2018). In an academic setting, library services are primarily focused on academics, non-academic staff, students, and researchers; however, libraries are increasingly being positioned as repositories and access points for print, audio, and visual materials in a variety of formats, such as maps, prints, documents, microform (microform/microfiche), CDs, cassettes, videotapes, DVDs, and other media. Libraries have long been regarded as places where people can receive unrestricted access to knowledge in any format, as they frequently provide capabilities for accessing electronic resources and the internet. With the help of numerous digital tools, their services are expanding outside the physical walls of the facility.

An important service provided by academic libraries in Nigeria is circulation service. Iwara (2019) noted that the circulation section is the initial point of contact for a library patron, it is the mirror of any library, whether academic, public, or private. The circulation

section's job is to make library materials available to library patrons. The circulation sector is responsible for lending services, which include keeping a record of all loans, maintaining a file of registered borrowers, and providing machinery for the recall of overdue items. It holds on to popular titles, oversees and maintains stacks shelving, and coordinates extension, interlibrary and public relations services. The circulation division should develop policies for user service and hours of operation, as well as borrowers' privileges, interlibrary loan privileges, fines, lost books, and other related issues.

The circulation department is the library's backbone, and it plays a distinctive function in giving information to patrons. It includes works from a wide range of fields, including education, the arts and humanities, agriculture, administration, social sciences, law, science, technology, and architecture. Employees in the circulation department collaborate with those in the acquisition department by accumulating and transmitting titles of new books recommended by borrowers to the acquisition department on a timely basis. Typically, the circulation section uses the fine system not only as a source of revenue, but also to ensure that books are returned promptly at the conclusion of the loan period. The failure to return books when they are due deprives other borrowers of their rights and results in a lower level of service. These services are supplied to her entire user group, which includes students, academic and non-academic employees, researchers, and other potential consumers outside of the academic context, such as residents of the immediate community where the library is located (Iwara 2019).

Reference service is another important service rendered in libraries. Usoro (2019) noted that one delicate and challenging job of libraries, especially in recent years, is to provide good reference services. This is because of the proliferation of knowledge and the advancement of information technology, which has made it difficult to determine what services are required to satisfy library patrons. The reference department's employees are the library's image creators. Users' education, answering reference questions, indexing and abstracting, compiling reading lists, compiling bibliographies, inter-library loan services, and current awareness services are other services provided by university libraries, according to him. Answering users' questions; the fundamental role of every library's reference section is to answer users' questions. These could be via the phone, via the web or email, or through face-to-face meetings to answer reference inquiries. More than only addressing consumers'

individual concerns, reference services often include personal instruction on the many ways to access and recognise research information resources.

Abstracting services, indexing services, information services, photocopying services, and services for users' instruction are all accessible at university libraries. Dictionaries, directories, Encyclopedias, Yearbooks, Biographies, Bibliographies, Manuals and Handbooks, Maps, and online resources are among the reference and information services' resources. Reference books are checked for certain bits of information (Usoro, 2019). Bibliographic Verification Services, according to Umoh (2017), entail the giving of facts about publications rather than persons, events, or organisations. A reference librarian uses his bibliographic tools, such as indexes, bibliographies, catalogues, and other tools, to ensure that users' knowledge on a document (i.e. bibliographic publication) is accurate and full.

Another important service in the library is Selective Dissemination of Information (SDI). The SDI is a common concept in academic libraries that comprises building a database of users' profiles, including their teaching and research interests, and making unsolicited but relevant library materials available to them in order to help them achieve their goals more quickly. Christopher (2015) noted that the benefits of (SDI) in university libraries include: bringing the right information closer to the user; the information user will have more time to focus on other matters rather than searching and sourcing for information resources; the librarian makes available information to the users at their convenience; It creates a good relationship between the librarian and information users; the users will have access to the right information at the right time and place.

Similar to the SDI is Current Awareness Services (CAS). The broadcast of information that will keep clients well informed and update them in their field of interest, as well as related subjects or disciplines, is referred to as a Current Awareness Service (CAS). Kpakiko, Suleiman and Abubakar (2018) asserted that current awareness services have been an essential part of libraries and information centres since the dawn of time. Its critical function in keeping library customers informed is rapidly becoming a standard of a library's contribution to the transformation and growth of a society and the whole nation.

Reprographic Services is another service rendered in library. In Nigerian academic libraries, photocopying is the most often requested feature of user services. Photocopies may be made of information materials such as reference works, journals, rare books, theses, or severely utilized materials that are not generally loaned. Some even allow the photocopying

of personal user's documents or notes, according closely to copyright regulations and provided to students. Furthermore, certain libraries, particularly academic libraries, are accountable for providing binding services to their patrons as long as the binding unit is not congested with library official work.

Among all the services, the technical services is the most important because of their peculiarity with information access. It will be very difficult to locate any information material in the library without the effort of the technical service team. Marien (2020) described technical services as services or actions associated to libraries that ensure that information is accessible and discoverable. The materials are selected, identified, acquired, described, organised, processed, and maintained by technical services professionals. The technical section also keeps up with the technology that helps organise and discover such materials.

Arthur and Jackson (2020) asserted that technical services in university libraries are essential for a variety of reasons, including: changing the strategic direction of the library; evaluating legacy operations; identifying inefficient operations; updating procedures and policies; identifying single points of failure; and identifying training needs. University libraries' technical services buy, collect, and administer library resources, including books and media, making these materials available to its users to fulfil and satisfy their needs. Acquisition and collection management; system department (computers and automation unit to satisfy customers' online needs); cataloguing and categorization; digital initiatives; indexing and abstracting are only a few of the services available.

Although it is now going into extinction, another important service rendered in the library is extension/community services. Borgohain and Nath, (2020) postulated that the library extension service is a strategy to increase number of library clientele utilizing the library resources. It's an attempt to transform the library into a social hub that facilitates reading. The main objective of the extension programme is to turn non-readers into readers. As explained by Kumari and Singh (2017), extension programme can help to convert a library into a social, social, and scholarly centre; to convert non-perusers into perusers, non-clients to clients; to unite books and perusers; to educate people who don't use the library's services and persuade them to do so; to inform patrons of the library's vast array of services; to remind both patrons and non-customers of the library and its resources as a means of attracting attention to apply for financial assistance or to support the libraries in general.

Library orientation, reading/study circles, meeting planning, public lectures/talks; cultural programming, event and festival observation, book fair/exhibition, mobile library services are all examples of extension and community services.

Umoh, (2019) reiterated that interlibrary cooperation is another important service in the library. This type of service is most commonly characterised as a collaboration between more libraries for mutual benefit, through which the libraries concerned agree to share and exchange information resources. The related nomenclature includes inter library loan, consortium building, and library cooperation.

Occupational stress of library personnel in university libraries

Stress is an unavoidable reality in most working environments today. Stress is a natural and critical part of human life, but many people are still unable to fathom it. It is a naturally occurring experience that arises from the relationship between an individual and their immediate environment, and it has been discovered that mostly failure to plan, procrastination, overambition, and overscheduling are human behaviours that lead to stress. A threat to an individual's psychological and physiological homeostasis caused by any work environment conditions leads to stress. It is now generally recognised that persistent or intense stress can hurt both an individual and an organisation, resulting in affecting an individual's mental and physical health as well as the effective performance of an organisation (Landy & Conte, 2016).

The concept of occupational stress has undoubtedly generated a great deal of interest for decades among employers and employees in mostly governmental organisations, but little or no attention has been paid to it in university libraries as it affects their personnel. More harm than good has been caused by occupational and job-related stress to library personnel, as it has occurred to other organisational staff. University library staff, on the other hand, experience hectic workdays as they attend to and respond to numerous people and groups demanding their attention.

Kaur and Kathuria (2018) argued that occupational stress is both mental and physical tension, caused in relation to a job and its environment, which includes people, inside and outside objects in the workplace, and which leads to absenteeism, alienation turnover, lack of motivation and incentives, accidents, low productivity and service efficiency, job dissatisfaction, and disruption. Occupational stress, work stress, and job stress are all interchangeable terms that refer to the same thing. Occupational stress has been a vital issue

in many research studies, as well as a problem for personnel management and human resource management in today's organisations. It has an impact on other professions such as banking, teaching, medicine, information technology, and even the legal profession (Devi & Lahkah, 2020).

Siahaan (2017) expounded that occupational stress is a psychological element that arises as a result of the employee's job-related actions. Occupational stress is a counterreaction that people undergo when they are faced with job demands and any other pressures that are beyond their knowledge and talents, and put their ability to cope to the test (WHO, 2003). Ella et. al. (2016) opined that symptoms of job stress, among others, include: sickness, high blood pressure, physical strain and soreness, aggressive or hostile behaviour, chest tightness, heart problems, snapping and arguing with others, blaming others or administration for tension, absenteeism, and high staff job turnover. Burnout is another term for occupational stress. Burnout is a physiological word that refers to a sensation of contentment. This can also be interpreted as a feeling of unbalance. Furthermore, it is an uncontrollable method of reacting cognitively, physically, and emotionally in various situations. Stress is another type of burnout in which the person experiences negative feelings such as rage, frustration, worry, tension, and despair. Library professionals appear to be under stress due to the changing technological environment and information needs in today's world (Somvir & Kaushik, 2013).

Stress is a universal element that people encounter in all walks of life; it can be positive (helping a person focus more sharply on the problem to produce a solution and resulting in a new awareness) or negative (resulting in depression, feelings of distrust, rejection, and anger, which lead to frustration and poor performance on the job). To work properly in an organisation, each individual requires a modest degree of stress. The library environment has evolved from a traditional library to a digitised library, thanks to the advancement and application of information technologies. Library professionals endure stress. Stress will either help or hinder us as we adjust to such a shifting library environment, depending on how we react to it. There is a demand for librarians to learn new technology as well as traditional methods of performing functions and providing services.

Workers who are satisfied with good opportunities for training and development, a good working environment, cordial relationships in the workplace, and interesting work are likely to exhibit a high level of performance (Agada & Tofi, 2020). Occupational stress is a

substantial problem in various helping professions, such as librarianship, banking, nursing, and teaching, and it has had a significant impact on employee performance and productivity. As they adapt their lives to the ever-dynamic library environment, including job rotation, job promotion, and so on, library professionals endure stress. Stress will either help or hinder us as we adjust to such a shifting library environment, depending on how we react to it. There is a demand for librarians to learn new technology as well as traditional methods of performing functions and providing services. Workplace pressures, tight schedules, unhelpful coworkers, critical managers, and a variety of other annoying situations all contribute to the sensation of stress. In general, stress is a transformation that our bodies go through on a regular basis, depending on the environment or demand. People are affected by stress in both psychological and physiological ways, depending on the source of the challenge, which is referred to as a stressor (Gill, 2017).

Work environment in the university libraries poses a great danger to the personnel's well-being, especially when working in a stressful atmosphere. In the study of Somvir and Kaushik, (2019) on occupational stress among library professionals in Haryana state, India, it was made known how most of the librarians are well qualified, but they are directed for their work by the institution's head or other senior staff, who are not aware of library functions or services. When librarians are likened to clerical workers and have to work under a library director who is from another field and has no idea what a librarian is or what their obligations and duties are, the situation gets quite difficult.

Due to low pay, low standing, and accountability for missing volumes, library professionals are frustrated, and these reasons are preventing librarians from providing better library services. In the budget system, the librarian has no say. The adoption of new technologies is critical for the development of libraries; however, it has become a source of occupational stress, known as techno stress. The library job requires teamwork and cannot be done alone. He went on to say that there is a lack of engagement among library colleagues, but that interaction is vital for the profession's progress.

Work environment has three subtypes, which are the human environment, the technical environment, and the organisational environment. The human environment is the other staff that are co-workers, by which their job is accomplished as a member of a group and relate to one another. The technical environment comprises tools, equipment, and infrastructural amenities, while the organisational environment deals with the values,

processes, practices, and working philosophy of an organisation. Work environment could be viewed as the physical, social, psychological, and technological atmosphere that are found in the work places that affect the job performance of library personnel. The environment could be internal or external, and the impact could be direct or indirect. Social interaction, power supply, physical amenities, illumination level, and motivation are all environmental influences (Popoola, 2015).

Types of occupational stress among library personnel in university libraries

Occupational stress experienced by library personnel can be divided into three types which are technological stress, physical stress, and stress relating to the security of jobs (Gill, 2017). The deployment of information technology in libraries is a major source of stress for librarians and information science workers. The obsolescence of existing hardware and software is a regular occurrence in practically all libraries due to continuous changes in computer hardware and software. It is also challenging to keep up with changing technology due to budgetary and technological constraints. Aside from the change in information storage media from print to electronic, then digital, the storage space facilities have also changed.

Lepore, Miles and Levy (2015) classified stress as distress, acute stress, chronic stress, and episodic stress. Distress, according to the authors, is also known as negative stress. Distress occurs when a person is always under pressure or in an unpredictable environment. In general, it is marked by the death of a loved one, crises, disease, tragedy, and other such events. Acute stress is the most common type of stress that comes with day-to-day activities. In other words, it's the tension that comes from having a list of things to do on your mind. Consider a to-do list. Nervousness or butterflies in the stomach, as well as sweating in the palms, are classic indications of acute stress, eustress, and hyperstress.

Chronic stress is defined as an accumulation of stressors that last for an extended length of time; it is commonly related to family issues, poverty, and other factors. He reasoned with GAS theory on the next stages at this point. This type of stress is caused by repeated exposure to events that cause stress hormones to be released. These are long-term problems for which the person has given up looking for answers.

Causes of occupational stress among library personnel in university libraries

Occupational stress among library personnel can be traced to the nature of various activities conducted in the library as a service-oriented organisation. Library personnel engage in very tedious tasks while interacting with users and trying to satisfy them; demand

to do more with fewer available resources as budgets have been cut significantly, repetitive nature of library work makes it monotonous and brings about boredom; lack of facilities; not being given enough time to perform a task; lack of proper motivation, ambiguous duties assigned to employees. As revealed by Adebayo et al., (2018), the major factors contributing to occupational stress among library personnel are workload issues, control issues, community issues, fairness issues, and value issues.

The workload issues relate to being overworked, obligations that are not linked to support systems, working nights and weekends, constant technological change, and rude customers. Control issues are the lack of ability to effect change, budget cuts, bureaucratic lethargy, inadequate supervision, role ambiguity, lack of voice in goal setting or decision-making, role conflict, and lack of autonomy. Issues with incentives and recognitions, underpaying and undervaluing employees based on their credentials and working conditions, a lack of proper recognition, and a lack of promotion opportunities. Unclear authority structures, muddled duties between professionals and paraprofessionals, and a negative public perception of librarians are associated with community issues. Fairness issues are related to job discrimination and a lack of a private workplace, while value issues are related to the expectation that library personnel should be helpful and pleasant.

Devi and Lahkar (2020) conducted a study on library professionals in university libraries in Assam, India, which revealed a high level of occupational stress among these professionals. Work overload, low status, personal shortcomings, lack of involvement, and poor peer relationships were all mentioned as major sources of stress. Work overload was identified as the most powerful stressor, implying that library professionals are under a great deal of occupational stress as a result of their heavy workload.

Other factors that contribute to workplace stress include technological advancements, shift work, user satisfaction, job insecurity, a lack of administrative assistance, low status, inadequate pay, and changes in staff strength. According to the findings of Adewoyin et al. (2020) on occupational stress among library workers in Nigerian public universities, library personnel feel more stress than their female counterparts. The source of financial support for professional growth, the drive for promotion, heavy workloads, and damaged interpersonal relationships are specifically the precursors to stress among library workers with high mean scores. As a result, the study proposes that men and women share tasks equally in order to alleviate some of the stress caused by excessive workloads. In addition, library employees

should have access to research grants to help them advance in their careers. In addition, to develop team spirit, interpersonal connection training for all levels of employees should be held on a regular basis.

Relationships in workplaces are multi-dimensional. It comprises colleagues, supervisors/supervisees, students, and university management in the case of academic library personnel. Stress might result from a broken relationship in any of these dimensions. Occupational stress is inextricably tied to the quality of an employee's interpersonal relationships. This is especially true in librarianship and the information profession, where connections are divided into three categories: relationships with coworkers/work groups, supervisors/leaders, and clients/customers (Ajala, 2011). Two sources of stress related to relationships are conflict with co-workers and a lack of staff support.

According to Singh et. al. (2018), sources of occupation stress are a toxic working environment, negative or overworkload, conflicts and role ambiguity, lack of autonomy, A toxic working environment has a direct impact on the employee's working and mental health, as indicated by the number of hours spent on the job on a daily basis. If the organisational culture is not pleasant and uniform for all employees, they will lack a sense of belonging, and the environment will become poisonous for them, causing stress.

Personal factors such as family problems, age, and health issues also cause work stress. Successful individuals consistently demonstrate the ability to seamlessly integrate their personal and professional lives. Disruptions in a person's personal life impact their professional performance, and vice versa. It is common knowledge that a successful individual must be able to balance his personal and professional lives at the same time. Both work and personal lives are intertwined.

Symptoms of occupational stress among library personnel in university libraries

Occupational burnout can appear psychologically, physiologically, and behaviorally. Frustration, worry, boredom, and attitudinal issues such as indifference and resignation are physical symptoms that include insomnia, exhaustion, and, in rare cases, hypertension. Singh et. al. (2018) identified a list of symptoms that have direct and indirect effects on employee productivity, the environment, and the growth and development of organisations. Moodiness, depression, isolation, lack of interest, headaches, indiscipline, conflicts with others, frustration, behavioural changes, inefficiency, anger, anxiety, boredom, cowardly behaviour,

negative attitude, resistance to change or to cooperate with senior management, decreased productivity, no mental peace.

METHODOLOGY

The study adopted the descriptive survey design of the correlational type. The study population comprises all 301 professional librarians and para-professional staff (library officers) in three Federal, three State and three private universities in South-West, Nigeria. The Southwestern part of Nigeria comprises six (6) States namely Ekiti, Lagos, Ogun, Ondo, Osun, and Oyo States. However, this study focused on Osun, Oyo and Ogun States. These three States were selected because there is a dearth of studies on occupational stress, and library service delivery in the States compared to the other States in the region that still have a few existing related studies. A federal, state, and private university is selected in each of the three States.

In Oyo State, the universities studied are the University of Ibadan, (UI) Ibadan; Ladoke Akintola University of Technology (LAUTECH) Ogbomoso; and Lead City University (LCU) Ibadan. Universities sampled in Osun State are Obafemi Awolowo University (OAU), Ile-Ife; Osun State University, and Bowen University. In Ogun State, the universities are the University of Agriculture (FUNAB), Abeokuta; Tai Solarin University of Education, Ijebu Ode; and Babcock University, Ilishan-Remo. Professional and paraprofessional staff are the major study elements in each of the selected universities. The professionals are the certified librarians while the para-professional staff used are mainly library officers. There is a total of 151 professional librarians across the nine (9) universities sampled, while the total number of paraprofessional staff is 150. This gives a total population of 301 across the universities studied.

The study adopted total enumeration to ensure a reasonable representation of the library personnel from the selected universities in South-West, Nigeria. Therefore, no sample was chosen. This means that all 301 library personnel (professional and para-professional staff) in nine (9) universities were sampled for the purpose of this study. Data was collected using a standardised questionnaire adapted from Eguavoen (2018), Igbeka (2013), and Okoroma (2013). The data collection process was aided by three (3) research assistants. The data were analysed quantitatively using descriptive and inferential statistics with the aid of version 26 of SPSS. The research hypothesis was tested at the 0.05 level of significance.

Results and Discussion

A total of 301 copies of questionnaire were administered to library personnel in nine (9) selected universities in South-West, Nigeria. Out of the 301 administered questionnaire, 296 copies of questionnaire were returned and found valid for analysis. This gave a response rate of 98.34%. The demographic information of the respondents is shown in Table 1.

Table 1: Demographic information of respondents

N=296

Demographic Information	Freq	%
Work Section		
Collection Development/Acquisition/Order	60	20.3
Virtual/E-library	29	9.8
Circulation	25	8.4
Reference	10	3.4
Cataloguing and Classification (Technical)	95	32.1
Bindery	10	3.4
Audiovisual	5	1.7
Serials	62	20.9
Age brackets		
21-26years	12	4.1
27-32years	103	34.8
35-40years	111	37.5
41-50years	44	14.9
Above 50years	26	8.8
Gender		
Male	152	51.4
Female	144	48.6
Highest Qualification		
OND	81	14.2
HND	68	16.2
BA/BSc/BLIS	102	34.5
MLIS	29	11.5
Mphil	6	2.0
PhD	10	21.6
Cadre		
Library Officer	149	31.4
Assistant Librarian	26	25.0
Librarian II	52	30.4
Librarian I	48	9.1
Senior Librarian	12	3.0
Principal Librarian	9	1.0

Demographic Information	Freq	%
Deputy Librarian	-	-
Length of service		
1-years	17	5.7
6-10years	91	30.7
11-15years	77	26.0
16-20years	65	22.0
21-30years	25	8.4
31-35years	21	7.1

As shown in Table 1, the most common work section of respondents across the universities is Cataloguing and classification 95(32.1%). The Other common work sections are serials 62(20.9%), collection development/acquisition/order 60(20.3%), virtual/e-library 29 (9.8%), circulation 25 (8.4%), reference 10(3.4%), bindery 10 (3.4%) and audiovisuals 5 (1.7%). Most of the respondents fall within the age brackets 35-40years 111(37.5%) and 27-32years 103(34.8%). This implies that most of the library personnel are young adults. There was more Male gender 152(51.4%) than the Female gender 144(48.9%) among the respondents. Most of the respondents are still Single 153(51.7%) and a considerably high number of them are married 137(46.3%).

Subsequently, the highest qualification of most of the respondents is Bachelor's degree 102(34.5%) followed by those with OND 81(14.2%) and HND holders 68(16.2%). The least qualification among the respondents is MPhil 6(2.0%). This implies that there is a considerably closeness between the number of professional and para-professional staff across the universities sampled. This also explain why 149(31.4%) of them are library offer. The most common cadre apart from library officer is Librarian II 52(30.4%) and Librarian I 48(9.1%). These respondents mostly have 6-10years of experience 91(30.7%). Many of them also have length of service between 11-15years 77(26.0%) and 16-20years 65(22.0%). This implies that majority of the respondents have high years of working experience.

What is the level of occupational stress of library personnel in university libraries in Southwestern Nigeria?

Table 2: Responses on level of occupational stress of library personnel

STATEMENTS	Very High Stress		High Stress		Moderate Stress		Low Stress		No Stress		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
Meeting up with deadlines	62	20.9	112	37.8	102	34.5	14	4.7	6	2.0	3.71	0.92
Attention and time demanding	60	20.3	92	31.1	90	30.4	35	11.8	19	6.4	3.47	1.13
Directive from superior or senior colleagues	62	20.9	117	39.5	93	31.4	10	3.4	14	4.7	3.69	0.99
Frequent contact and demand from patron	31	10.5	84	28.4	93	31.4	47	15.9	41	13.9	3.06	1.19
Overtime, duty shift and weekend duties	22	7.4	19	6.4	52	17.6	89	30.1	114	38.5	2.14	1.21
Frequent technological changes in libraries	50	16.9	85	28.7	64	21.6	38	12.8	59	19.9	3.10	1.37
Inadequate working tools/resources	47	15.9	46	15.5	71	24.0	98	33.1	34	11.5	2.91	1.26
Inadequate number of staff	50	16.9	83	28.0	57	19.3	39	13.2	67	22.6	3.03	1.41
Poor job incentive or reward	39	13.2	44	14.9	59	19.9	91	30.7	63	21.3	2.68	1.32
Lack of adequate infrastructure	39	13.2	44	14.9	59	19.9	91	30.7	63	21.3	2.86	0.62
Inadequate power supply	4	1.4	15	5.1	48	16.2	190	64.2	39	13.2	2.68	1.32
Inadequate of comfortable furniture	6	2.0	16	5.4	57	19.3	131	44.3	86	29.1	2.07	0.94
Relationship with university management	6	2.0	18	6.1	204	68.9	65	22.0	3	1.0	2.68	1.32
Relationship with Head of Department	9	3.0	24	8.1	183	61.8	72	24.3	8	2.7	2.84	0.73
Relationship with Patrons	7	2.4	22	7.4	180	60.8	69	23.3	18	6.1	2.77	0.77
Relationship with colleagues	6	2.0	31	10.5	183	61.8	65	22.0	11	3.7	2.85	0.73
Relationship with Non-Teaching Staff	15	5.1	27	9.1	174	58.8	76	25.7	4	1.4	2.91	0.77
Interaction with other staff	8	2.7	19	6.4	194	65.5	70	23.6	5	1.7	2.85	0.67
Threat to redundancy	6	2.0	39	13.2	180	60.8	65	22.0	6	2.0	2.91	0.71
Threat to career development and achievement	79	26.7	92	31.1	88	29.7	20	6.8	17	5.7	3.66	1.11
Advancement/promotion criteria	42	14.2	68	23.0	117	39.5	54	18.2	15	5.1	3.23	1.07
Undervalued and unclear promotion prospect	6	2.0	16	5.4	47	15.9	201	67.9	26	8.8	2.24	0.77
Lack of concern from	53	17.9	139	47.0	17	5.7	79	26.7	8	2.7	3.51	1.14

organisation and professional association												
Unfavourable policy	50	16.9	130	43.9	13	4.4	81	27.4	22	7.4	3.35	1.25
	Overall total									71.2	24.7	

Test of norm for level of occupational stress of library personnel

Score	Level
0 – 40	Low
40.2 – 80	Moderate
80.1 – 120	High

There are 24 items in the scale used to measure the level of occupational stress of library personnel. The scale was done using five measures (Very High Stress, High Stress, Moderate Stress, Low Stress, and No Stress). The 24 items were multiplied by the five measures, which gives a score of 120. The division of 120 by 3 gives 40. This practically implies that the scale between 0 – 40 implies that the occupational stress level is low while the scale between 40.1 – 80 means it is moderate and the scale between 80.01 – 120 implies that the stress level is high.

From the findings, the overall mean for the level of occupational stress is 71.2 which falls within the scale of 40.2 – 80. This implies that the level of occupation stress of library personnel in South-western Nigeria is moderate. The moderate level of occupation were as a result of stress related to meeting up with deadlines ($\bar{x} = 3.71$), attention ($\bar{x} = 3.47$), directives from superior ($\bar{x} = 3.69$), demands of patrons ($\bar{x} = 3.07$), frequent technological changes ($\bar{x} = 3.10$), inadequate working tools ($\bar{x} = 2.91$), inadequate number of staff ($\bar{x} = 3.03$), poor job incentives ($\bar{x} = 2.68$), lack of adequate infrastructure ($\bar{x} = 2.86$), inadequate power supply ($\bar{x} = 2.68$), relationships with management ($\bar{x} = 2.68$), heads of department ($\bar{x} = 2.84$), patrons ($\bar{x} = 2.77$) colleagues ($\bar{x} = 2.85$), and non-teaching staff ($\bar{x} = 2.91$).

Other areas stressing library personnel include interaction with other staff ($\bar{x} = 2.85$), threat to redundancy ($\bar{x} = 2.91$), threat to career development ($\bar{x} = 3.66$), promotion criteria ($\bar{x} = 3.22$), lack of concern from professional association ($\bar{x} = 3.51$) as well as unfavourable policy ($\bar{x} = 3.31$). The highest stress faced by the respondents are stress related to meeting up with deadlines ($\bar{x} = 3.71$), directives from superior ($\bar{x} = 3.69$) and stress associated with

career development ($\bar{x} = 3.66$). The least stress faced by the respondents are stress related to Overtime, duty shift and weekend duties ($\bar{x} = 2.14$).

What are the types of service delivered in university libraries?

Table 3: Types of services delivered in university libraries

STATEMENTS	Very Highly Delivered		Highly Delivered		Rarely Delivered		Not Delivered		Mean	Std. Dev.
	F	%	F	%	F	%	F	%		
Virtual reference services	6	2.0	32	10.8	86	29.1	172	58.1	1.57	0.77
Document delivery services	-	-	21	7.1	100	33.8	175	59.1	1.48	0.63
Selective Dissemination of Information (SDI)	121	40.9	66	22.3	68	23.0	41	13.9	2.90	1.09
Current Awareness Services (CAS)	126	42.6	28	9.5	103	34.8	39	13.2	2.81	1.13
Inter-library corporation and consortium services	39	13.2	19	6.4	92	31.1	146	49.3	1.83	1.03
Reprography services (photocopying, printing, etc)	174	58.8	11	3.7	80	27.0	31	10.5	3.11	1.13
Instruction and trainings to users for better use of Web services	116	39.2	17	5.7	125	42.2	38	12.8	2.71	1.12
Technical Services	257	86.8	24	8.1	9	3.0	6	2.0	3.80	0.55
Bindery	20	6.8	114	38.5	154	52.0	8	2.7	2.49	0.66
Bibliographic and compilation service	22	7.4	41	13.9	131	44.3	102	34.5	1.94	0.88
Indexing and abstracting services	25	8.4	68	23.0	108	36.5	95	32.1	2.08	0.94
Answering of queries physically	271	91.6	18	6.1	4	1.4	3	1.0	3.88	0.44
Web-based services	49	16.6	10	3.4	114	38.5	123	41.6	1.95	1.06
Electronic collection	120	40.5	76	25.7	86	29.1	14	4.7	3.02	0.94
Cloud-based library services	0	.0	25	8.4	165	55.7	106	35.8	1.73	0.61
Electronic theses and dissertations produced by students and made available for consultation by library personnel	54	18.2	45	15.2	42	14.2	155	52.4	1.99	1.19

The types of services delivered by library personnel in university libraries in Southwest are shown in Table 3. Findings of the study revealed that answering of users' queries ($\bar{x} = 3.88$) is the most common services that are being rendered by across the nine (9) university libraries sampled. This is followed by services related to technical services ($\bar{x} = 3.80$). Other services that are mostly being rendered are reprography services ($\bar{x} = 3.11$), electronic collection ($\bar{x} = 3.02$), Selective Dissemination of Information ($\bar{x} = 2.90$), and

current awareness service ($\bar{x} = 2.81$). Meanwhile, the least of the services rendered is document delivery services ($\bar{x} = 1.48$), followed by virtual reference services ($\bar{x} = 1.57$), cloud-based library services ($\bar{x}=1.73$) and inter-library corporation ($\bar{x} = 1.83$) and web-based services ($\bar{x} = 1.95$).

4.4.4: What is the frequency of service delivered by library personnel in universities in southwestern Nigeria?

Table 4: Frequency of services delivered by library personnel

STATEMENTS	Daily		Weekly		Monthly		Occasionally		Never		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
Virtual reference services	1	0.3	5	1.7	48	16.2	112	37.8	130	43.9	1.77	0.80
Document delivery services	-	-	-	-	39	13.2	98	33.1	159	53.7	1.59	0.71
Selective Dissemination of Information (SDI)	16	5.4	89	30.1	55	18.6	85	28.7	51	17.2	2.78	1.20
Current Awareness Services (CAS)	4	1.4	40	13.5	27	9.1	151	51.0	74	25.0	2.15	0.99
Inter-library corporation and consortium services	-	-	37	12.5	66	22.3	84	28.4	109	36.8	2.10	1.04
Reprography services (photocopying, printing, etc)	9	3.0	143	48.3	11	3.7	94	31.8	39	13.2	2.96	1.20
Instruction and trainings to users for better use of Web services	-	-	98	33.1	24	8.1	136	45.9	38	12.8	2.61	1.08
Technical Services	108	36.5	98	33.1	60	20.3	24	8.1	6	2.0	3.94	1.04
Bindery	9	3.0	12	4.1	121	40.9	137	46.3	17	5.7	2.52	0.79
Bibliographic and compilation service	1	0.3	0	-	26	8.8	102	34.5	167	56.4	1.53	0.68
Indexing and abstracting services	7	2.4	11	3.7	50	16.9	91	30.7	137	46.3	1.85	0.99
Answering of queries physically	41	13.9	178	60.1	18	6.1	11	3.7	48	16.2	3.52	1.26
Web-based services	0	.0	47	15.9	7	2.4	103	34.8	139	47.0	1.87	1.06
Electronic collection	7	2.4	74	25.0	76	25.7	86	29.1	53	17.9	2.65	1.11
Cloud-based library services	2	0.7	2	0.7	25	8.4	182	61.5	85	28.7	1.83	0.66
Electronic theses and dissertations produced by students and made available for consultation by library personnel	3	1.0	51	17.2	52	17.6	58	19.6	132	44.6	2.10	1.18
	Overall Mean										37.77	

Table 4. showed responses on frequency services delivered by library personnel in universities in southwestern Nigeria. Technical services are the frequent services that are being rendered across the (9) universities. This is because 108 (36.5%) of the respondents indicated that they render the services daily ($\bar{x} = 3.94$). Answering of users' queries is another common service that is being frequently rendered daily ($\bar{x} = 3.52$). Findings of the study also revealed that virtual reference services ($\bar{x} = 1.77$), document delivery services ($\bar{x} = 1.59$), bibliographic and compilation service ($\bar{x} = 1.53$) and cloud-based library services ($\bar{x} = 1.83$) were never part of the library services being rendered by majority of the universities sampled. Essential services like current awareness services ($\bar{x} = 2.15$), inter-library co-operation ($\bar{x} = 2.10$) and services related to electronic theses ($\bar{x} = 2.10$) are occasionally being rendered across the university libraries sampled.

Test of hypothesis

Ho1: There is no significant relationship between occupational stress and service delivery of library personnel in university libraries in Southwestern, Nigeria

The result of the correlation analysis between occupational stress and service delivery are shown in Table 5

Table 5: Relationship between occupational stress and service delivery

Variables	Mean	Std. Deviation	N	r	Sig. (P)	Remarks
Occupational stress	71.2	24.7	296	-.262**	.000	Sig.
Service delivery	77.9	30.94				

As shown in Table 5, there is a weak negative correlation between occupation stress and service delivery by library personnel in university libraries in Southwestern Nigeria ($r = -.262^{**}$, $df=294$); $p < 0.05$). This implies that increase in occupational stress will result in decrease in service delivery. It also implies that service delivery can be increased if library personnel are faced with limited occupational stress. Thus, the null hypothesis is rejected at 0.05 significance level.

DISCUSSION

The study findings revealed that the occupational stress among library personnel across the nine (9) university libraries sampled in southwestern Nigeria is moderate. This implies that the personnel faced a considerably moderate stress. With this finding, it can be deduced that occupational stress moderately exists in most of the university libraries in southwest, Nigeria. This could be as a result of the peculiarities of some library activities. For instance, heads of department or section may give deadlines to subordinates if the university library is preparing for course accreditation and that may be stressful. This also explains why majority of the library personnel noted that they face certain stress from the directives of their superior. These directives may come with certain workloads. This corroborates the findings of Ratha, Hardia and Naidu (2016) who stated that workload and administrative factor caused occupational stress of librarians.

Finding of this study also showed that that many of the library personnel in universities in southwestern Nigeria faced stress associated with career development. The reason for this is not farfetched. The roles of librarians are changing with the changing information needs of users while a library personnel who does not grow with the change may find it difficult to experience career development. This finding is in tandem with the findings of Damayanti, Noviarmi, Nawawinetu and Irfana (2020) who stated that career development is one of the major causes of stress for librarians.

As found out, the types of services rendered in university libraries in southwestern Nigeria varies. The types of services rendered include but not limited to virtual reference services, document delivery, Selective Dissemination of Information (SDI), Current Awareness Services (CAS), inter-library co-operation, reprography, instructional trainings, technical services, bindery, compilation of bibliographies, answering of users' queries, web-based services, electronic collection, cloud-based library services, and electronic theses. However, the types of services rendered in the university libraries sampled are on different levels. The service that is mostly delivered across the nine (9) university libraries is service related to answering of users' queries physically. This is also followed by technical services and reprographic services. Services like Selective Dissemination of Information (SDI) and Current Awareness Services (CAS) are also common in all the university libraries sampled.

It was also found out that some essential library services are fading out in most of the university libraries sampled in Southwestern, Nigeria. The services are either not delivered or are rarely delivered and it include services like document delivery services, virtual reference services, cloud-based library services, and inter-library corporation, and web-based services. It can be deduced from the least delivered library services that technology-related services are not really being rendered in the university libraries sampled. This corroborates the findings of Chukwueke and Onuoha (2019) who found out that some academic libraries are yet to fully adopt technology to drive their library services. This also conform with the study findings of Omopupa, Adedeji and Sulyman-Haroon (2019) who stated that Integrated Library System (ILS) is partially being used to drive library services in some universities in Nigeria.

The services that are mostly delivered daily across all the universities sampled in Southwestern, Nigeria are services related to answering of user's queries physically. This includes queries of users at the reference and circulation unit of the library. It was also found out that technology-driven services are not used to render users' queries. This is because services like virtual reference services are either not rendered or occasionally rendered in most of the university libraries. The situation is also the same for cloud-based library services.

Technical services are also another type of services that is mostly being rendered across the university libraries sampled. Perhaps this is because the technical service is the backbone of all library services. However, it is worrisome to note that essential services like Current Awareness Services (CAS) are occasionally being delivered in university libraries in Southwestern, Nigeria. This ugly trend needs to be discouraged. This is because there will always be the need for CAS in any university system. The university library is expected to always keep the university community updated about any latest development in the library. It can then be concluded that library services in southwestern Nigeria not what is expected.

The findings of the study revealed that there is a negative weak correlation between occupational stress and service delivery. This is because outcome of the correlation tests indicated that occupational stress ($r = -.262$; $p < 0.05$) correlates with service delivery. This implies that there is an inverse linear relationship between the two variables. Thus, the null hypothesis that there is no significant relationship between occupational stress and service delivery of library personnel in university libraries in Southwestern, Nigeria is rejected at

0.05 significance level. This confirms the assertion of Ugwuayi and Ugwu (2010) that occupational stress has a significant effect on both library personnel and library service delivery.

Conclusion

Service delivery in university libraries in Southwestern Nigeria varies but more of the services are being delivered in the traditional/conventional manner. The traditional way of service delivery is causing more stress for the library personnel. It is not possible for a library personnel who answers users' queries daily not to be stressed. The tedious work in the technical section of the library could lead to stress if library routines are being done manually. This present study therefore concludes that adoption of technology in library services will go a long way in limiting the occupational stress of the concerned library personnel. A library personnel may not want to pass through a traditional/conventional process that could be tiring. This present study therefore concludes that application of technology to most of the library routines will ease the occupational stress of library personnel. With the evident and existing occupational stress and the shortcomings in service delivery among the library personnel, it can be concluded that library personnel in southwestern region are being incapacitated to give their best to library patrons.

Recommendations

Based on the findings and conclusion of this study, the following recommendations are proffered in order to mitigate the short and long-term effects of the identified shortcomings:

1. Technology should be applied to most of the library routines in university libraries in Southwestern Nigeria in order to reduce the occupational stress of library personnel to the barest minimum. Technology can be applied to most of the services rendered in the library like answering of users' queries, technical services, charging and discharging of library materials. This should be carried out by heads of department and heads of unit in the university library for it to have a positive resultant effect on library service delivery in the region.
2. There should be sufficient manpower in the university libraries in Southwestern Nigeria in order to ease the workload and stress of existing library personnel. The

increase in the manpower can be done through the intervention of the government and the parent institution. However, the management of the university libraries can also use their internally generated revenue to recruit interested students to assisting in some of the library routines.

3. The Nigerian Library Association (NLA), and the Librarians' Registration Council of Nigeria (LRCN) should work to increase professional visibility of the librarianship. This will indirectly boost the morale of library personnel and the seeming stress may no longer be felt the same way. These professional bodies can increase the visibility by working with related professional bodies in developed countries like the American Library Association (ALA) and the Chartered Institute of Library Professionals (CILIP) in the United States and United Kingdom respectively.

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