Stress Management Practices and Job Performance of Library Staff in Laz Otti Library, Babcock University, Ilishan Remo, Ogun State, Nigeria

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Abstract
Job performance is vital to the survival of university libraries and it is assumed that the extent to which job performance is achieved may depend on the degree of stress management practices employed library staff. Although the library staff play vital role to the university community and other users, investigation have shown that the level of job performance is often low. Low job performance maybe ascribed to lack of stress management practices that can boost job performance among the library staff of Laz Otti library, Babcock University, Illishan Remo, Nigeria. The study adopted the survey research design. The population of the study consisted of 30 library staff and total enumeration was used to cover all the respondents in the study locale. A validated questionnaire was used for data collection. A return rate of 100% was achieved. Data collected were analysed using descriptive and inferential (frequency and percentage) statistics. The study showed that several symptoms of stress manifest among the library staff and there are various factors that causes or increase stress among the library staff. Also, the study revealed the various stress management practices through the library staff manage the office stress includes, to have a nap in order to reduce stress and to regain momentum and going on vacation/holiday. The study concludes that effective stress management practices can contribute to and enhance job performance of the library staff especially in the 21st century librarianship. The study therefore recommended that and proper stress management practices such as employee assistance programs (EAP) should be explored and adequately utilised by the management and library staff to curb stressors and enhance job performance in the library.
Keywords: Stress Management Practices, Job Performance, Library Staff.

1.2 Introduction

The 21st century is marked by the rise of globalisation, Information Communication and Technology (ICT) advancement, digital revolution and knowledge based economy with its related gains, shortcomings as well as

stress. It has given rise to the need of acquiring certain skills in order to key-in into any organisation including the library. Vieitez, Carcia, and Rodriquez (2001) revealed that it is an undeniable fact that technology has become an essential part in the 21st century librarianship. The century's technological revolution has enhanced efficiency as well as lessens the issue of tiresomeness in librarianship. Technological breakthrough and advancement in innovations has modernized libraries both in information service provision and organisation of information via a well-organized environment and format. It is the era of information and knowledge age where technology, computers and other ICT apparatus has become the fact of life and where librarians are engaged with the latest technology to provide fast and better services to the library users.

However, despite the obvious advantage fostered, there are glairing issues and challenges in the mist that has increase the number of stress associated with the trend which directly influence the level of their job performance. According to *Laspinas (2015)* **t**he phenomenon of the computer-related stress or "technostress" has attracted considerable attention among librarians. Technostress as labelled by researchers with various terms like technophobia, cyberphobia, computerphobia, computer anxiety, computer stress, negative computer attitudes, and computer aversion has become obvious in every human endeavour including the library. In the present age, computer and other ICT tools are inevitable. Cell phones, email, Internet, digital cameras, online banking and transactions, text messaging, laptops, blackberries; these items and services have been introduced over the past forty years yet, they have influenced our lives tremendously, as well as increased our stress too. Technostress is a feeling of anxiety or mental pressure from overexposure or involvement with (computer) technology

(Flores, 2012). It is a global phenomenon and not limited to libraries and the librarians alone.

On the other hand, employer in different organizations are face with persistent and challenging crisis in the organization called stress, which influences employee's performance and efficiency. Stress is defined as person's response to environmental demands or pressures. Stress can affect the way employees perform their jobs. Some of the factors that cause stress at work can be modified if identified. Stress causes unevenness in worker's life for the reason that it leads to depression and thus damages health, attitude and work behavior (Gajendran & Harriosn, 2008). According to Dorland's Medical Dictionary, Stress is defined as an organism's total response to environmental demands or pressures. Stress in humans results from interactions between persons and their environment that are perceived as straining or exceeding their adaptive capacities and threatening their well-being. Theelement of perception indicates that humans tress which is caused by stressors responses reflects differences in personality, as well as differences in physical strength or general health of individual worker.

According to the World Health Organization (WHO), occupational or work-related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope. Job stress often results from various interactions of the worker and the environment of the work. In some situations, location, gender, environment and many other factors may contribute to the build-up of stress. The contrary perspectives suggest different ways to prevent stress at work. Differences in individual characteristics such as personality and coping skills can be very important in predicting whether certain job conditions will result in

stress or otherwise. In other words, what is stressful for one personnel may not be a problem for the other personnel in the same organisation. Although the importance of individual differences cannot be ignored, scientific evidence suggests that certain working conditions are stressful to most people. Such evidence argues for a greater emphasis on working conditions as the key source of job stress, and for job redesign as a primary prevention strategy.

Stress can be positive when the situation offers an opportunity for a person to gain something beneficial. Strong normative commitment to an organization for instance may override some of the negative effects of stress at work place. Similarly, there are negative indirect effects of job stresses. Job stress can lead to poor health and even injury. Negative physical symptoms of stress can appeared in the form of headache, physical health decline gradually, which is included in physical symptoms such as increased heart rate, blood pressure, physical exhaustion, low performance, low productivity, heart palpitations, muscular tension, fatigue, difficulties in sleeping like insomnia. Disturbance in gastrointestinal (such as constipation and diarrhoea) and dermatology concerns disorders. Besides, the psychological considerations of symptoms such as discouragement, depression, anxiety, irritability and unable to cope at work, anxiety, tension, confusion, frustration and anger, boredom, job dissatisfaction, mental fatigue, decreased intellectual function and lack of concentration and declining confidence. Stress at work place may results in behavioural symptoms such as aggression, an increase in absenteeism or sick days, creativity reduction and less power of taking initiative, diminishing work performance, interpersonal relationships disturbance, irritability, facing impatience and frustration, losing interest at work place and loneliness World Health Organization (WHO).

Stress repeatedly occur as a consequence of the supposed demand placed on an individual either by the organisation, school or even in a relationship surpass the capability of the person to handle. The way and manner to manage the stressful conditions become an issue of great concern. According to Sauter, Murphy and Hurrell (1990) stress management is the approach, technique or psychotherapies through which stress are put in control so as to improve job performance of workers. It is a process of controlling individual worker's level of stress in order to maximise his potentials. Nevertheless, studies by scholars Calisir, Gumussory and Iskin (2011) have shown that the basic reason for work stress is job dissatisfaction. These may result from hectic duty hours, unconducive working environment, change within the organization, intense workload, changes in duties, strict deadlines, insecure work place, lack of proper resources, boring hours, insufficient skills, lack of autonomy, harassment, unnecessary supervision, lack of equipment, crisis incidents, less opportunities of promotion, poor relationships with colleagues or bosses and discrimination. Based on foregoing, this study investigates the influence of stress as it relate to the job performance of the library staff of Lazz Otti's library of Babcock University with a view to ascertain stress management and job performance of the library staff of Laz Otti library in the study locale.

1.2 Background Information

Babcock University is one of the Seventh Day Adventist institutions of higher learning in the world. The institution was transfigured from its roots on September 17, 1959 by the first Adventists missionary in Nigeria with an initial intake of seven ministerial students. As an Adventist College of West Africa, the first Bachelor of Arts degree in theology was awarded in 1966. In 1975 it signed an agreement with the Andrews

University, Berrien Spring Michigan United States of America which enabled it to train students and award them bachelor's degree from Andrews University, primarily in Biology, History, Business Administration, Religion and Secretarial Studies. Later in 1975, it became known as Adventist Seminary of West Africa (ASWA). The four Bachelor of Arts programs were run until 1983 when restricting local factors necessitated the phasing out of the programs in Biology and Business Administration. The university was established by decree 9 of 1999 of the Federal Republic of Nigeria to operate as a private university in 1999. The premier intake of students was 753 on September 13, 1999 with the maiden matriculation ceremony on January28, 2000; and now the university has over 8000 students with six schools which are: Science and Technology (SAT), Babcock Business School (BBS), Education and Humanities (EAH), Law and Security Studies (LSS), Postgraduate School (PGS) and Ben Carson Senior School of Medical Science (BCSMS). The university's library took off simultaneously with the university to serve the institution in carrying outits objectives.

1.3 Statement of the Problem

To enhance job performance of workers ought to be the major objective of any organization with the intention of growth. Several literature and authors have shown that proper stress management practice could be a major contributor to the level of job performance in any organization; moreover much has not been done with respect to improve the library staff performance in the past. Perhaps, proper stress management practices among the library staff of Lazz Otti library, Babcock University Ilishan Remo, Ogun State, Nigeria could improve their job performance. This is the intent of this study.

1.4 Objective of the Study

The general objective of this research is to determine the stress management and staff performance of Laz Otti library staff. Other specific objectives are to:
1. examine the symptoms of stress among the library staff of Laz Otti Library,
2. determine the factors that causes or increase to stress among the library staff of Laz Otti library and
3. find out the means of managing stress to improve performance among the library staff of Laz Otti library

1.5 Research Questions

The research questions are base on the purpose of the study; the following are the research question:
1. What are the symptoms of stress in the office among the library staff of Laz Otti library?
2. What are the factors that causes or increase stress among the library staff of Laz Otti library?
3. What are the means of managing stress to improve performance among the library staff of Laz Otti library?

2.1 Literature Review

Scholars and literature have shown proof that stress can affect the level of job performance of a worker in particular and the entire organization at large. Some scholars have identified the prevalent signs that indicate stress. According to Anthony (2001)symptoms of stress may be: cognitive, emotional, physical and behavioural:
i)   *Cognitive Symptoms*: There are memory problem, inability to concentrate, poor judgment, seeing only negative, anxious or racing thoughts and constant worrying.
ii)   *The Emotional Symptoms*: This includes moodiness, short temper, agitation, inability to relax, feeling

overwhelmed, sense of loneliness and isolation, and depression or general unhappiness.

iii) *The Physical Symptoms*: Aches and pains, dizziness, chest pain, rapid heartbeat, frequent colds, diarrhea or constipation, increased frequency of urination, indigestion, changes in blood glucose level nausea, loss of sex drive and irregular periods.

iv) *The Behavioral symptoms:* eating more or less, too much or too little sleeping, isolating oneself from others, procrastinating or neglecting responsibilities, using alcohol, cigarette or drugs to relax.

According to National Institute for Occupational Safety and Health-NIOSH-, (1999)stress is a common and expensive problem in today's workplace. The study assert that about one-third of workers report high levels of stress across the globe (NIOSH, 1999). Same study showed that one-quarter of employees views their jobs as the number one stressor in their lives. Three-quarters of employees believe the worker has more on-the-job stress than a generation ago. With continued distress at the workplace, workers will develop psychological and physiological dysfunctions and decreased motivation in excelling in their position (Colliga, Colligan, & Higgins, 2006).

The Kenexa Research Institute released a global survey of almost 30,000 workers which showed that females suffered more workplace distress than their male counterparts. According to the survey, women's stress level were 10% higher for those in supervisory positions, 8% higher stress in service and production jobs than men, and 6% higher in middle and upper management than men in the same position (Pro Quest, 2010).

In their study about Workplace stress - etiology and consequences, Colligan et al,

(2006) maintain that stress-related disorders encompass a broad array of conditions, including (e.g., depression, anxiety, post-traumatic stress disorder) and other types of emotional strain (e.g., dissatisfaction, fatigue, tension, etc.), maladaptive behaviours (e.g., aggression, substance abuse), and cognitive impairment (e.g., concentration and memory problems). In turn, these conditions may lead to poor work performance, higher absenteeism, less work productivity or even injury. Further research shows that job stress is also associated with various biological reactions that may lead ultimately to compromised health, such as cardiovascular disease or in extreme cases death. Due to the high pressure and demands in the work place the demands have been shown to be correlated with increased rates of heart attack, hypertension on and other disorders. In New York, Los Angeles and other municipalities, the relationship between job stress and heart attacks is well acknowledged (NIOH, 2007).

Studies among the Japanese population specifically showed a more than 2-fold increase in the risk of total stroke among men with job strain (combination of high job demand and low job control) along with the risk of stroke resulting from high blood pressure and immune system dysfunction. Prolonged occupational stress can lead to occupation burnout. The effects of job stress on chronic disease are more difficult to ascertain because chronic diseases develop over relatively long periods of time and are influenced by many factors other than stress (Bromet, Dew, Parkinson, Cohen, & Schwartz, 1992)

A combination of organizational change and stress management is often the most useful approach for preventing stress at work (NIOSH, 1999). Both organizations and employees can employ strategies at organizational and individual levels. Generally, organizational level strategies

include job procedure modification and employee assistance programs (EPA). Individual level strategies include taking vacation. Getting a realistic job preview to understand the normal workload and schedules of the job will also help people to identify whether or not the job fit them. Sauter, Murphy, and Hurrell (1990) recommended the following management strategies for employers: Ensure that the workload is in line with workers' capabilities and resources, design jobs to provide meaning, stimulation, and opportunities for workers to use their skills, clearly define workers' roles and responsibilities, to reduce workplace stress, managers may monitor the workload given out to the employees.

Also while they are being trained they should let employees understand and be notified of stress awareness. Others are to give workers opportunities to participate in decisions and actions affecting their jobs, improve communications-reduce uncertainty about career development and future employment prospects, provide opportunities for social interaction among workers, establish work schedules that are compatible with demands and responsibilities outside the job and combat workplace discrimination (based on race, gender, national origin, religion or language), bringing in an objective outsider such as a consultant to suggest a fresh approach to persistent problems, introducing a participative leadership style to involve as many subordinates as possible to resolve stress-producing problems as well as encourage work-life balance through family-friendly benefits and policies

The study of Jones, Barge, Steffy, Fay, Kuntz, Wuebker (1988) on stress and medical indicate that an insurance company conducted several studies on the effects of stress prevention programs in hospital settings. In conclusion, the study listed program of activities that will help both the employee and the management in stress management to include; employee and management education on job stress, changes in hospital policies and procedures to reduce organizational sources of stress, and the establishment of employee assistance programs (Jones et al, 1988).

Study by Gajendran and Harrison (2008) on telecommuting win-win for employees and employers opine that telecommuting is another way organizations can help reduce stress for their workers. Employees defined telecommuting as "an alternative work arrangement in which employees perform tasks elsewhere that are normally done in a primary or central workplace, for at least some portion of their work schedule, using electronic media to interact with others inside and outside the organization." One reason that telecommuting gets such high marks is that it allows employees more control over how they do their work. Telecommuters reported more job satisfaction and less desire to find a new job. Employees that worked from home also had less stress, improved work/life balance and higher performance rating by their managers (Gajendran & Harriosn, 2008).

According toBunk, de Jonge, Ybema, and de Wolff (1998) job stress is a result of a mismatch between what the individual wanted and what was provided by the job, or the inappropriateness between job demands and the employees' capabilities. Ross and Altmeir (1989) reasoned that job stress was the interaction between working conditions and employees' characteristics, where the demands of the job exceed the capabilities to deal with it. In sharp contrast, Luthans, Avey, Clapp-Smith, and Li (2008) in their study on 'More evidence on the value of Chinese workers' psychological capital: A potentially unlimited competitive resource'posit that the sources of job stress included those sources outside the organization, made up of social and technological change, economic

conditions, moving house, racial and community circumstances.

3.1 Research Methodology
        The research design that was adopted for this research is the survey research design. The population of this research consisted of 30 librarians and library assistants in Laz Otti's Library. Total enumeration was used to cover all the librarians and library assistants in the study locale and structured questionnaire was used in data collection. Data collected were analysed using descriptive and inferential statistics.

4.1 Research and Discussion of the Findings

Table 1: Demographic Information

S/N	Demographic characteristics		Frequency	%
1	Age	20 - 24 years	8	26. 7
		25 - 29 years	4	13. 3
		30 - 34 years	2	6. 7
		35 - 39 years	4	13. 3
		40 - 44 years	8	26. 7
		50 - 54 years	4	13. 3
2	Gender	Male	12	4 0
		F emale	18	6 0
3	Marital status	Single	12	4 0
		Married	18	6 0
4	Position	Porter	2	6. 7
		Library Assistant	14	46. 7
		Higher library officer	6	2 0
		Assistant librarian	2	6. 7
		Librarian II	4	13. 3
		Other	2	6. 7
5	Qualification	SSCE	14	46. 7
		OND	2	6. 7
		HND	4	13. 3
		BSC	6	2 0
		MSc	4	13. 3

        Table 1 shows that 26.7% of the respondents were in the age brackets of 20 and 24 years, 13.3% were between 25 and 29 years of age, 6.7% were between 30 and 34 years, 13.3% were between 35 and 39 years, 26.7% were between 40 and 44 years of age and 13.3% were between 50 and 54 years. Also, majority (60%) of the respondents were females and 40% were male. More than half (60%) were married and 40% were single.

Research Question One: What are the symptoms of stress in the office among the librarians in Laz Oti library?

Table 2: Symptoms of Stress in the Office

S/N	Symptoms of Stress in the Office	S A F(%)	A F(%)	D F(%)	S D F(%)
1	Inability to concentrate	10(33.3)	12(40)	6(20)	2(6.7)
2	Memory problem and poor judgemen t	10(33.3)	10(33.3)	6(20)	4(13.3)
3	Temperamental, short temper and disconcert	10(33.3)	6(20)	10(33.3)	4(13.3)
4	Feeling of ache, pains and dizziness	8(26.7)	14(46.7)	4(13.3)	4(13.3)
5	Rapid heartbeat and loss of appetite	6(20)	10(33.3)	10(33.3)	4(13.3)
6	Isolating oneself and neglecting responsibilities	6(20)	6(20)	8(26.7)	10(33.3)
7	Urge to indulge in intoxicative substance	6(20)	4(13.3)	12(40)	8(26.7)
8	Hot tempered, act irrationally	10(33.3)	8(26.7)	6(20)	6(20)
9	Always angry with fellow workers	2(6.7)	14(46.7)	10(33.3)	4(13.3)

Table 2 shows how the respondents were able to identify the symptoms of stress while performing their duties in the office. A 4 Likert scale type was adopted and the frequency of interval and percentage was used interpreted as follows; Strongly Agree (SA) and Agree (A) implied Agree while Strongly Disagree (SD) and Disagree (D) implied Disagree.

The Table indicates that (22) of the respondent representing 73.3% agree the inability to concentrate in performing their duties is the symptoms of stress in the office while (8) representing 26.7% disagree. On memory problem and poor judgment, (20) representing 66.6% of the respondents agree while (10) 33.3% disagree. Also, (16) representing 53% agree that temperamental, short temper and disconcert are symptoms of stress in the office while (14) representing 46.6% disagree. On feeling of ache, pains and dizziness, (22) representing 72.7% agree while (8) representing 26.6% disagree. On rapid heartbeat and loss of appetite, (16) representing 53.3% agreed, whereas (14)

representing 46.6% disagree. Meanwhile, on the issue of isolating oneself and neglecting responsibilities as a symptom of stress in the office, (12) representing 40% agreed, while (18) representing 60% disagree.

The study reveals that (10) representing 33.3% agree that the urge to indulge in intoxicative substance is a symptom of stress while (20) representing 66.7% disagree. The Table also shows that (18) representing 60% of the respondents agree that hot tempered, act irrationally is a symptom of stress in the office while (12) representing 40% disagree. In addition, (16) representing 52% agree that they are always angry with fellow workers whereas (14) representing 46.6% disagree. It can deduced from the study that the majority of respondents have experienced symptoms of stress in the office, however, result shows that majority of the respondents did not engaged in isolating oneself and neglecting responsibilities nor have the urge to indulge in intoxicative substance as ways of expressing the symptoms.

Research Question Two: What are the factors that causes or increase stress among the library staff of Laz Otti library

Table 3: Factors that causes or increase stress in the office

S/N	Factors that causes or increase stress	S A F(%)	A F(%)	D F(%)	S D F(%)
1	Poor office management	20(66.7)	4(13.3)	6(20)	-
2	Inadequate working materials	18(60)	6(20)	4(13.3)	2(6.7)
3	Poor organisational leadership	14(46.7)	8(26.7)	8(26.7)	-
4	Poor working condition	14(46.7)	8(26.7)	6(20)	2(6.7)
5	Transferred aggression from home and friends	14(46.7)	12(40)	4(13.3)	-
6	Pressure from clientele	14(46.7)	10(33.3)	2(6.7)	4(13.3)
7	Pressure from superior	12(40)	12(40)	6(20)	-
8	No rewards/ remunerations after hard work	10(33.3)	8(26.7)	8(26.7)	4(13.3)
9	Frequent use of abusive word	14(46.7)	10(33.3)	4(13.3)	2(6.7)

Table 3 shows that majority of the respondents (24) representing 80% agree that poor office management is a factor that causes or increases stress in the office while (6) representing 20% disagree. The study shows that majority (24) representing 80% of the respondents agree that an inadequate working material to accomplish assigned duties is a factor that contributes or increase stress in the office while (6) representing 20% disagree. On poor organisational leadership, (22) representing 73.4% of the respondents agree, whereas (8) representing 26.7% disagree. Also, (22) representing 73.4% of the respondents agree that poor working condition is a factor that causes or increase stress in the office while 26.7% disagree.

The frequency and percentage of transferred aggression from home and friends as a factor that causes or increase stress in the office indicate that (26) 86.7% agree whereas (4) 13.3% disagree respectively. Also, (24) representing 80% agree that pressure from clientele is a factor that causes or increase stress while (6) representing 20% disagree. On the pressure from the superior, (24) representing 80% agree while (6) disagree. The result also shows that (18) representing 60% agree that no rewards/ remunerations after hard work from the management is a factor the causes or increase stress in the office whereas (12) representing 40% disagree. Furthermore, (24) representing 80% agree that frequent use of abusive word from any quarter causes or increase stress in the office while (6) representing 20% disagree. It can be deduced from the result that all the indicators listed are factors that cause or increase stress among the librarians in Laz Oti Library.

Research Question Three: What are the means of managing stress to improve performance among the library staff of Laz Otti library?

Table 4: Stress Management

S/N	Means of managing stress	S A	A	D	S D
		F(%)	F(%)	F(%)	F(%)
1	To have a nap in order to reduce stress and to regain momentum	6(20)	10(33.3)	14(46.7)	-
2	Spending time to gist with friends and colleagues	4(13.3)	10(33.3)	16(53.3)	-
3	Going on vacation/holiday	8(26.7)	14(46.7)	8(26.7)	-
4	To watch a brief movie clips from my phone or computer	6(20)	-	18(60)	6(20)
5	Indulging in any intoxicative substance available	2(6.7)	2(6.7)	14(46.7)	12(40)
6	Engaging in phone conversation	2(6.7)	6(20)	20(66.7)	2(6.7)
7	Taking a quiet time to invigorate and think of new ideas to tackle the stressor	10(33.3)	14(46.7)	4(13.3)	2(6.7)
8	Consulting a Physician/doctor	6(20)	12(40)	8(26.7)	4(13.3)
9	Indulging in self medication	6(20)	8(26.7)	8(26.7)	8(26.7)
1 0	Employing spiritual means	2(6.7)	18(60)	4(13.3)	6(20)
1 1	Seeking advice from colleague	4(13 .3)	20(66.7)	4(13.3)	2(6.7)

Table 4 indicates means often employ by the librarians in Laz Oti library to manage stress in the office. The result shows that (16) representing 53.3% agree that to have a nap in order to reduce stress and to regain momentum is a means of managing stress and improving their performance while (14) representing 46.7% disagree. Also, (14) representing 46.6% agree that spending time to gist with friends and colleagues help reduce stress and improve performance while (16) representing 53% disagree. On going on vacation/holiday as a means of managing stress and improving performance, (22) representing 73.4% agree while (8) representing 26.7% disagree. The study shows that (6) representing 20% agree that to watch a brief movie clips from their phone or computer is a means of managing stress and improving performance whereas (24) representing 80% disagree.

Also, (2) representing 13.4% agree that indulging in any intoxicative substance available is a means of managing stress and improving performance in the office, while (26) representing 86.7% disagree. The result of the study also shows that (8) representing 26.7% agree that engaging in phone conversation is a means of managing stress in the office whereas (22) representing 73.4% disagree. The study shows that (24) representing 80% agree that taking a quiet time to invigorate and think of new ideas to tackle the stressor, while (6) representing 20% disagree. On consulting a physician/doctor as a means of managing stress in the office, (18) representing 60% agree while (12) representing 40% disagree. On indulging in self medication (14) representing 46.7% agree while 53.4% disagree. It is also showed by the study that (20) representing 66.7% agree that employing spiritual means is a means of

managing stress and improving performance in the office while (10) representing 33.3% disagree. On the other hand, on seeking advice from colleague as a means of managing stress and improving performance in the office, (24) representing 80% agree while (6) representing 20% disagree. It can be deduced from the result that proper management of office stressors can improve personal performance of an individual librarian in Laz Oti library.

5.1 Discussion of the Findings

The study examined stress management practices and job performance of library staff in Laz Otti library, Babcock University, Ilishan Remo, Ogun State, Nigeria. The three research questions were drawn from the objectives of the study while the discussion of the findings from the field survey is done in relation to the scholarly literature and research works. The summary of the finding is discussed in sub-topics as follows:

The symptoms of stress in the office among the library staff of Laz Otti library;
The result of the study indicates a multifaceted symptom of stress in the off office among the library staff. This is in line with the study of Anthony (2001), who emphasised that symptoms of stress may be: cognitive, emotional, physical and behavioural.

Factors that causes or increase stress in the office among the library staff of Laz Otti Library; The finding of the study of the study shows that poor office management and organisational leadership, poor working condition and inadequate working materials, transferred aggression, pressure from clientele as well as from the superior. In addition, the library staff also included no rewards/ remunerations and frequent use of abusive words as factors that causes or increase stress among the library staff. The finding is in line with the study of Calisir, Gumussory and Iskin (2011) which assert that

the basic reason for work stress is job dissatisfaction which as well affects workers performance. According to Calisir, Gumussory and Iskin (2011) these may result from hectic duty hours, unconducive working environment, change within the organization, intense workload, changes in duties, strict deadlines, insecure work place, lack of proper resources, boring hours, insufficient skills, lack of autonomy, harassment, unnecessary supervision, lack of equipment to perform official tasks, crisis incidents, less opportunities of promotion, poor relationships with colleagues or bosses and discrimination.

The means of managing stress to improve performance among the librarians of Laz Otti library. The study shows the practices employed by the individual staff in stress management in the office in order to enhance performance to includes, to have a nap in order to reduce stress and to regain momentum, spending time to gist with friends and colleagues, take a walk within the premises, take a quiet time to invigorate and think of new ideas to tackle the stressor, consulting a Physician/doctor, employing spiritual means, seeking advice from colleague. This is not in conformity to the study carried out by Jones, Barge, Steffy, Fay, Kuntz, Wuebker (1988) on stress prevention, management and workers' performance in hospital settings. In conclusion, the study listed program of activities that will help both the employee and the management in stress management and improved workers performance to include; employee and management education on job stress, changes in policies and procedures to reduce organizational sources of stress, and the establishment of employee assistance programs (EAP) (Jones et al, 1988).

Conclusion

Stress management practices and job performance of library staff in Laz Otti library and other academic libraries in Nigeria has become a great concern to the stakeholders and the academic libraries management. This study examined the visible symptoms of stress, factors that causes or increase stress and the practice used in stress management among the library staff of Laz Otti's library in order to enhance their job performance. Recognizing the importance stress-free work environment and high performance among the library staff to the academic institution as well as the negative impact of stress among library staff necessitated the need for this study. The study revealed the various levels of symptoms of stress that are witnessed by the library staff to include inability to concentrate, memory problem and poor judgment, feeling of ache, pains and dizziness. It also the identified that poor office management, inadequate working materials, poor working condition are the factors that causes or increase stress to the library staff. In addition, the study showed that to have a nap in order to reduce stress and to regain momentum, spending time to gist with friends and colleagues, going on vacation/holiday arethe common practices employed by the library staff in managing office stress meant to enhance their job performance.

The study therefore concludes that stress pose a daring challenge to effective job performance among the library staff. Also, the challenge of office stress management and job performance facing the library staff are serious one. On the other hand, it can be assert that effective stress management practices can contribute to and enhance job performance of the library staff especially; in the 21st century where librarianship has moved from the traditional role of custodian of prints to ICT based service provision.

Recommendations

It is therefore recommended based on the findings of the study that:

- Early detection of the symptoms of stress among the library staff and the library management and proper application of stress management practices such as to improve working conditions should be encouraged in order to improve job performance.

- The library management should be proactive in the fight against the factors that causes or increase office stress by providing training, seminars and workshops on the stress management practices, as well as encouraging holidays/vacation.

- The management should explore and utilise the various and proper means of managing office stress via the establishment of employee assistance programs (EAP).

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