

Original Research

Workplace Motivation and Stress on Job Satisfaction of Librarians Working in Public Sector Universities of Lahore, Pakistan

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Abstract

The study aimed to investigate the relationship among workplace motivation, job stress, and job satisfaction of library professionals working in public sector university libraries of Lahore. In this regard, a quantitative research design was opted to conduct the survey using a structured questionnaire. The data were collected by personally visiting selected university libraries. The study's target population was professional librarians in thirteen public sector universities of Lahore, with 80 participants. The majority of participants were male, having more than ten years of experience. Most of them were in their middle career, having master's degrees and above qualifications with mostly regular job status. It had been found that workplace motivation and job satisfaction were positively correlated as these variables were increasing in the same direction. Job stress was found inversely correlated with workplace motivation and job satisfaction among library professionals. The regression analysis result showed that workplace motivation is a strong predictor of job satisfaction. The results will provide guidelines for library hirers and the library community to address their staff's significant job satisfaction factors. The study will help provide guidelines for university top management, library administration, and human resource experts by appointing the right person at the right place.

Keyword: Human Resource Management, Workplace Motivation, Job Stress, Job Satisfaction, Academic Libraries, Pakistan.

Introduction

Job satisfaction is a complex, multi-dimensional and varying concept (Gavali, 2013). Many researchers linked job satisfaction with career development, organizational success, competitive learning workplace (Bakotić & Babić, 2013; Alajmi & Alasousi, 2019), some associate it with a healthy workplace environment (Gavali, 2013; Funge, Robinson-Nkongola, DeLancey & Griffiths, 2017); others related with personal skills and monetary value (Naeem

& Bodla, 2008; Adigwe & Oriola, 2015; Hussain & Soroya, 2017). Workplace motivation and employee satisfaction are significant factors in enhancing employees' productivity and efficiency (Deci & Reyan, 2008; Kaba, 2017). Library professionals spend significant time at their job and confront various workplace issues (Ranaweera, Li & Bodhinayaka, 2018). Job stress affects job motivation and directly influences job satisfaction and dissatisfaction (Topper, 2007). Institutions possess many factors that play a vital role in job satisfaction, e.g., fulfillment of primary necessity, organizational culture, workplace environment, offered incentives, contingent reward management system, facilities, benefits, handsome salary package, promotions, violation of merit system, human resource management (HRM) behavior, overwork, stress and bossy environment, inequality, disappointment, working conditions, mental dissatisfaction, clashes, negative behavior, anxiety and uneasiness with their work (Gibson, Donnelly Jr., Ivancevich & Konopaske, 2003).

Public and private sector universities are considerably different. There is a difference in motivation, devotion, and stickiness to the organization among public and private sector employees (Behn, 1995). Nink (2010) concludes that job security is a significant relief and the source of mental satisfaction for employees in public sector organizations, but they lack the culture of 'rewarding monetary prizes'. Whereas in the private sector, there are many opportunities available for the employees in financial aids, rewards, healthy and competitive environment. In addition, progress opportunities are prolonged and negligible in government sector institutions, and a government employee gets tired and disheartened in wait for the promotion.

Most of the time, HRM specialists only deal with employees' financial matters in the Pakistani context rather than overlooking their personal and soft incentives like recognition, awards, appreciation, etc. Therefore, government officials are seen as hopeless and showing a lack of interest in their working place. This directly affects the whole organization and its performance until they are collapsed (Warraich & Ameen, 2010). The developed countries have been conducting in-depth researches in this area and bringing sweeping changes in their employees' workplace environment (Warraich & Ameen, 2010). There are a few studies (Warraich & Ameen, 2010; Ullah, 2012) that have addressed HRM issues in public sector universities libraries, and this study will be helpful to understand and highlight significant factors contributing to workplace motivation, stress, and job satisfaction among working library professionals in public sector universities. Therefore, this study is trying to find out the answers to the following questions:

What are the level of job stress, workplace motivation, and job satisfaction of public sector university librarians?

What type of relationship exists among job stress, workplace motivation, and job satisfaction on library professionals in public sector university libraries of Lahore?

Literature Review

There is no concrete list of factors affecting workplace motivation, job stress, and job satisfaction. It varies from organization to organization, gender to gender. It even differs at the country level as Velho Lopez (1992) identified a significant difference in job satisfaction of library professionals between developed and under-developed countries. Moreover, it had been added by Bass and Barrett (1976) that in developing countries where necessities were not accessible in the reach of common people, people found motivation in self-actualization.

Besides, some called job satisfaction as an intrinsic force (Higgins, 1994; Sheldon & Kasser, 1998) while some named extrinsic force (Alansari, 2011; Hussain & Soroya, 2017), however, some considered both factors are vital for job satisfaction (Deci & Ryan, 2008). The best ways to enhance employee motivation were job enrichment, restoring merit policy, flexible working hours, and promotion (Ugah, 2008). Similarly, Warraich & Ameen (2010) described that the preferred primary motivators at the workplace were learning opportunities, professional career development, a sense of responsibility and fulfillment, and communication. According to Ranaweera, Li and Bodhinayaka (2018), lack of cooperation among staff, meager career advancement opportunities, and non-compliance of feedback and appreciation are the leading factors that affect workplace motivation.

Most top leaders and managers feel satisfied with their jobs due to freedom of work at the job place, sense of authority and responsibility, skills development opportunities, and career development chances (Pors & Johannsen, 2002). Inversely, Topper (2007) that library staff complained about non-variety of work and the tedious workplaces. Asghar (2011) indicated that the evolution of technologies had produced several kinds of stress, e.g., behavioral, physical, and psychological stress. The advancement in ICTs and technology has put library staff under mental stress (Asghar, 2011; Pervin, 2012; Ullah, 2012). With ever-changing technologies, they remained in constant confusion for what should be learnt and whatnot, which software should be learnt and which not, and which system should be followed. Hoboubi, Choobineh, Ghanavati, Keshavarzi & Hosseini (2017) revealed that job stress and job satisfaction were perceived moderately high, but relationships among job stress and productivity were not significant. The employees were suffering from job stress like inadequate supervisors' support, role ambiguity, and role insufficiently.

A collaborative culture in the organization is considered one of the critical factors for job satisfaction (Funge et al., 2017; Leysen & Boydston 2009). Alansari's (2011) exhibited that extrinsic factors were regarded as the most important aspects towards job satisfaction. A study carried out by Deci and Ryan (2008) revealed that there were two leading causes of job satisfaction; intrinsic that developed inside a man's mind, and extrinsic, which was affected from outside. The first one refers to a person's state of mind, disposition, and psychological impacts. In contrast, the second reflects how an individual is influenced externally, for instance, their relationship with co-workers and their work atmosphere. In this regard, Giannakopoulos, Koulouris, and Kokkinos (2014) described that professional librarians were satisfied with the environment and nature of their job but not happy with the salaries they were provided. Shahzadi (2014) found a strong relationship between job satisfaction and intrinsic motivational factors. The research demonstrated that intrinsic rewards, including recognition of their hard work and commitment, professional development, and sense of responsibility, improved their overall performance. Nature of Job" had a strong impact on job satisfaction, whereas the delay in timely promotion on account of the absence of service structure affected them in an adverse manner (Pervin, 2012; Ullah, 2012). However, Aziri (2011) inferred that job satisfaction had positively affected employees' working performance and good salaries had enhanced their satisfaction level. Ranaweera, Li and Bodhinayaka (2018) identified the main factors of job satisfaction in Sri Lankan academic libraries: coworkers, financial benefits, physical condition, career advancement opportunities, work itself, feedback, and appreciation.

Methodology

The research study applied a quantitative research design. The survey method based on a questionnaire was adopted to achieve research objectives. The working librarians in the public sector universities in Lahore are the target population of the study. It was hypothesized that workplace problems prevailing in libraries of the public-sector universities were bigger than those of the libraries of the private sector. There are 13 Higher Education Commission (HEC) recognized public sector universities in Lahore (HEC, 2018). Eighty library professionals working in 12 public-sector universities of Lahore participated as the population of this research as one university 'Virtual University' had no professional librarian.

Instrumentation

The researcher adopted three scales of workplace motivation, job stress, and job satisfaction after extensive literature reviewed. The first part of the instrument is the "the motivation at work scale" (MAWS) developed by Gagnè, Forest, Gilbert, Aubé, Morin & Malorni (2010). The instrument consisted of 12 items that elaborate on the motivational factors of workplace. The second part of the instrument was Job Stress, in which an instrument Perceived Stress Scale (PSS) containing 14-items developed by Cohen, Kamarck, and Mermelste (1983) was used. The third section is intended to analyze the level of job satisfaction in which instrument Job Satisfaction Scale (JSS) developed by Tsui, Egan and O'Reilly III (1992) was used, and it consisted of six items.

Data Collection and Data Analysis

The questionnaire was created in Google Docs form and distributed through email to all respondents. First, the online link to the questionnaire was sent via email. The online data collection procedure was continued for one and a half months. In response to the online survey, 50% of respondents filled the questionnaire. Furthermore, the researcher has personally visited the remaining participants of the study and increased the response rate to 98.75 percent. A total of 80 filled responses were received.

SPSS 21.0 version is used for statistical analyses, and Pearson Correlation, Regression, and One-Way ANOVA statistics and t-test were employed.

Results

Demographic information of the respondents

This section describes the participants' demographic information, including gender, age, job status, pay scale, and experience (See Table 1).

Table 1

Demographic information of the participants

Demographic information		n (80)	
		Frequency	Percentage
Gender	Male	50	62.5
	Female	30	37.5
Age	20-25	5	6.25
	26-30	21	26.25
	31-35	22	27.5
	36-40	16	20

	41-45	4	5
	Above 45	12	15
Job status	Regular	62	77.5
	Contract	18	22.5
Basic Pay scale	16	14	17.5
	17	39	48.8
	18	14	17.5
	19	9	11.3
	20	4	5
Experience	1-5	7	8.8
	6-10	8	10.0
	11-15	39	48.8
	16-20	21	26.3
	Above 20	5	6.3

Table 1 demonstrates the proportionate percentage of male and female participants. It explicitly showed that almost two-thirds of the participants (62.5%) were male, and one-third of participants (37.5%) were female, showing that most of the positions are possessed by male library professionals. The age-wise results depict that most respondents (27.5%) fall in the age group of 31-35 years while very few (6.3%) participants fall in the age range of 20-25 years and 41-45 years fall between 5%. This shows that majority of the professionals are mid-career and young in the profession. The job status of library professionals who participated in the study is shown through a bar chart. It demonstrates that most participants (77.5%) are regular employees of their institutions, followed by contract employees (22.5%). It also shows the frequency of participants falling in each category. In respect of the basic pay scale (BPS) of respondents, the majority of them (n = 39, 48.8%) are working in BPS17 followed by the same frequency (n = 14, 17.5%) in BPS16 and BPS18. A few of them (n = 9) are working in BPS19 and only four respondents (5%) work in BPS20. As the experience of the respondents is related, It has been found that most of them (49%) have 11-15 years of experience, followed by a great number of participants (n = 21) having 16-20 years of experience. Very few respondents (n = 7) have 1-5 years of experience, while only five respondents have more than 20 years of experience in their profiles. Most of the respondents have more than ten year's professional experience.

RQ1: What are the level and factors contributing to workplace motivation, job stress, and job satisfaction of public sector university librarians?

Workplace motivation of university librarians

The descriptive statistics results presented in table 2 shows that the respondents are moderately motivated (Overall mean =3.70). None of the respondents disagreed with any of the factors regarding workplace motivation. It was found that most of the respondents are motivated by the environment, career achievement, and rewards of their workplace, respectively.

Table 2

Descriptive statistics of workplace motivation (N = 80)

Statements	Mean	Std. Deviation
I enjoy this work very much	3.85	1.05
I have fun doing my job	3.83	.93
For the moments of pleasure that this job brings me	3.81	1.00
It allows me to reach my life goals	3.75	1.00
This job fulfills my career plans	3.75	.96
This job fits my personal values	3.73	.97
I have to be the best in my job, I have to be a “winner”	3.73	1.02
My work is my life and I don’t want to fail	3.72	1.04
My reputation depends on it	3.71	.99
This job affords my a certain standard of living	3.68	1.09
It allows me to make a lot of money	3.55	1.13
For the payback	3.35	.90
Overall Mean	3.70	

=Not at all, 2=A little, 3=Moderately, 4=Strongly, 5=Exactly

Job stress of university librarian

We investigated the workplace stress of university librarians via 14 statements. The overall descriptive statistic results pretended in Table 3 indicated that university librarians have a moderate level of stress at their workplace (overall mean=3.68). None of the respondents disagreed with any of the factors regarding workplace stress. The results indicated that the respondents have a moderate level of workplace stress. The main reason for stress was ‘unexpected happening’ at the workplace or in life, which ultimately affects the workplace.

Table 3

Descriptive statistics of workplace stress (N = 80)

Statement	Mean	Std. Deviation
How often have you been upset because of something that happened unexpectedly?	3.98	.90
How often have you felt that you were unable to control the important things in your life?	3.78	.98
How often have you felt nervous and “stressed”?	3.76	.90
How often have you dealt successfully with day-to-day problems and annoyances?	3.75	.93
How often have you felt that you were effectively coping with important changes that were occurring in your life?	3.73	.92
How often have you felt confident about your ability to handle your personal problems?	3.71	1.10
How often have you felt that things were going your way?	3.70	.97
How often have you found that you could not cope with all these things that you had to do?	3.68	1.06
How often have you been able to control irritations in your life?	3.67	.95
How often have you felt that you were on top of things?	3.63	1.08
How often have you been angered because of things that happened that were outside of your control?	3.63	1.00

Statement	Mean	Std. Deviation
How often have you found yourself thinking about things that you have to accomplish?	3.57	.91
How often have you been able to control the way you spend your time?	3.55	1.07
How often have you felt difficulties were piling up so high that you could not overcome them?	3.43	1.12
Overall Mean	3.68	

1=Not at all, 2=A little, 3=Moderately, 4=Strongly, 5=Exactly

Job satisfaction of university librarian

The descriptive statistics results presented in Table 4 shows that university librarians were strongly satisfied with their job (overall mean 3.75). The respondents were strongly satisfied with their job primarily due to work, organizational supervisors, and relations with co-workers, and pay. The minor factors of their job satisfaction were 'career advancement opportunities' and 'current job situation'.

Table 4

Descriptive statistics of job satisfaction (N = 80)

Statements	Mean	Std. Deviation
How satisfied are you with the nature of the work you perform?	3.91	.87
How satisfied are you with the person who supervises you [your organizational superior]?	3.76	1.04
How satisfied are you with your relations with others in the organization with whom you work [your co-workers or peers]?	3.75	1.07
How satisfied are you with the pay you receive for your job?	3.73	1.00
How satisfied are you with the opportunities which exist in this organization for advancement [promotion]?	3.70	.98
Considering everything, how satisfied are you with your current job situation?	3.63	.97
Overall Mean	3.75	

1=Not at all, 2=A little, 3=Moderately, 4=Strongly, 5=Exactly

RQ2: What type of relationship exists among job stress, workplace motivation, and job satisfaction on library professionals in public sector university libraries of Lahore?

The relationship between workplace motivation, job stress, and job satisfaction was explored by using correlation analysis. The strength of the correlation is measured by absolute value in the range of 0 to 1. The result (table 5) indicates workplace motivation which is correlated with job satisfaction, $\{r(80) = .59, p < .01\}$ and has positive significant influence on job satisfaction. The remaining independent variables are constant, but a change in job stress has a significant positive correlation with job satisfaction, $r(80) = -.72, p < .01$; it means stress positively impacts job satisfaction as a dependent variable.

Table 5

Co-relation analysis among workplace motivation, job stress and job satisfaction

	Workplace motivation	Job Stress	Job Satisfaction
Workplace Motivation	1		
Job Stress	.72**	1	
Job Satisfaction	.59**	.60**	1

Correlation is significant at the 0.01 level (2-tailed)

Impact of workplace motivation on job satisfaction

Table (6) shows the impact of workplace motivation on the dependent variable, i.e., job satisfaction. Rax2 is the multiple correlation coefficient, is .35, and the Adjusted R square (R2) is .34, which shows that there is 34.3% variation in dependent due to independent variable workplace motivation.

Table 6

Model Summary of regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.59	.35	.34	.70

Predictors: (Constant), Workplace motivation

Table 6.1

ANOVA test

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	12.37	1	12.37	42.16	.000
	Residual	22.90	78	.29		
	Total	35.27	79			

- Predictors: (Constant), Workplace
- Motivation
- Dependent Variable: Job Satisfaction

The value of F is 42.16, and it shows that the model is a good fit because the value of F is higher than 15 p is .00, which is also significant.

Table 6.2

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.38	.36		3.75	.000
	Workplace Motivation	.63	.09	.59	6.49	.000

- Dependent Variable: Job Satisfaction

Unstandardized coefficients show that the dependent variable differs from the independent variable. So workplace motivation 63.7% changes in job satisfaction. The value of the coefficient of workplace motivation is .59 with .00% (p. value). It shows that workplace motivation positive influence on job satisfaction. Therefore, one (1) change in workplace motivation can also change job satisfaction .59.

Impact of job stress on job satisfaction

Table (7) shows the impact of job stress on the dependent variable job satisfaction. The value of R^2 (.35) shows that there is a 35% variation in dependent due to the independent variable job stress.

Table 7

Model Summary of regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.60	.36	.35	.53

a. Predictors: (Constant), Job Stress

Table 7.1

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	12.76	1	12.76	44.21	.000
	Residual	22.51	78	.28		
	Total	35.27	79			

d. Predictors: (Constant), Job Stress

e. Dependent Variable: Job Satisfaction

The value of F is 44.21, which shows that the model is a good fit because the value of F is higher than 15, p is .000, which is also significant.

Table 7.2

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.13	.39		2.86	.000
	Job Stress	.70	.10	.60	6.64	.000

b. Dependent Variable: Job Satisfaction

Unstandardized coefficients show that the dependent variable differs from the independent variable. So job stress 70.8% changes job satisfaction, the value of the coefficient of job stress .60 with .00% (p. value). It shows that job stress positive influence on job satisfaction. Therefore, one (1) change in job stress can also change job satisfaction.

Discussion

Level and factors of workplace motivation, job stress and job satisfaction

The respondents are moderately motivated at their workplace, and respondents are motivated by the environment, career advancement/achievement opportunities, and workplace rewards. A positive and healthy environment is considered one of the critical factors of workplace motivation and job satisfaction (Gavali, 2013; Funge et al., 2017). It provides ample opportunities to staff to demonstrate their capabilities, skills and earn prestige. The respondents were strongly satisfied with their job primarily due to work, organizational supervisors, and relations with co-workers, and pay. In addition, there is no doubt that monetary benefits also have a strong impact on job satisfaction (Adigwe & Oriola, 2015; Hussain & Soroya, 2017). The main reason for stress at the workplace was ‘unexpected happening’, which ultimately affected the workplace. One thing is clear that public dealing often results in job stress as one has to deal with different personalities at the workplace. Topper (2007) identified that library staff often complained about non-variety of work, and they were not allowed to make changes or innovations in their workplace. We have to train and prepare such staff in this rapid transition era that cordially deals with “unexpected situations” or modern library users (Ashiq, Rehman & Batool, 2018; 2019). The “unexpected happening” at the job encompasses various reasons that rampant technology demolished the status-quo of libraries (Tait, Martzoukou & Reid, 2016), non-continuous professional development opportunities in Pakistan (Ashiq, Rehman & Batool, 2018), and lack of self-development by library professionals (Ameen, 2006).

Relationship among workplace motivation, job stress and job satisfaction

It had been inferred that a relationship existed between workplace motivation, job stress, and job satisfaction. Workplace motivation positively influences job satisfaction that one change in workplace motivation can also change job satisfaction. The study's findings were also endorsed by Sheldon and Kasser (1998) and Warraich and Ameen (2010), which found that increased workplace motivation resulted in a job. A collaborative culture is considered one of the critical factors for job satisfaction in which library managers involve staff and consider their intrinsic and extrinsic needs (Funge et al., 2017). Job stress and job satisfaction have an inverse relationship showing that an increase in one variable caused a decrease in other variables. Topper (2007) supported the study's findings, who had identified the different aspects of stress among library staff that over workload, non-coordinative environment, and less meager opportunities for promotion.

Similarly, earlier studies Cooper, Rout and Faragher (1989) and Farler and Broady-Preston (2012) align with this viewpoint. Farler and Broady-Preston (2012) revealed that library professionals were facing job stress due to lack of work motivation and stress due to uncontrollable working environments. They were also reluctant to accept changes that had already happened in the work environment of their organizations. The study's findings by Janssen and VanYperen (2004) that motivation, recognition, and encouragement given by the supervisors create workplace motivation among employees, resulting in job satisfaction among them. The top management should help them cope with these factors and prepare professionals that facilitate modern library users (Ashiq, Rehman & Batool, 2018; 2019).

Many respondents expressed their satisfaction, but during the discussion, they revealed other motives. Although they were satisfied with their institutions and workplace, however, they were also found engaged in search of other jobs with a better salary, supportive supervisory, and status. In Pakistani society, management and administration still revolve around personalities. Managing institutions and organizations' philosophy depends on higher management instead of involving workers and officials in policymaking and vision building. If a library manager is a positive person and having an optimistic approach, understands the psychology of institutions and staff, then the environment of the whole institution becomes favorable and healthy.

On the other hand, if administrators cannot provide a healthy atmosphere for the workers, they feel isolated and remain stressed. In the meantime, productivity decreases, and problems increase. Employees perform work under pressure and do not feel motivated. They are compelled to perform their jobs under stressful circumstances, and they keep on doing so because they want to earn bread and butter for their families. They strongly expressed the need for reforms, infrastructural development, and participation to increase workplace motivation and job satisfaction.

Implications of the Study

The study's findings can be utilized as a guideline by the employers, university top management, and library administration to improve the HRM of libraries. The findings of this study also suggest that employers, chief librarians, and head librarians provide a good working environment, putting the right person to the right job, motivating employees intrinsically and extrinsically to increase job satisfaction and workplace motivation. It will also highlight the contributing factors to workplace motivation, workplace stress, and job satisfaction. This will help policymakers to handle the human resources in university library settings specifically appropriately and other organizational paradigms generally.

Limitations and future research direction

The study is limited to its design as a cross-sectional research design, i.e., the data used in this study had been collected at a single point in time, utilizing self-reports to check the relationship among job motivation, job stress, and job satisfaction. The study is also limited to a single sector, i.e., public sector universities, and city-wise, i.e., Lahore. The contributing factors to job stress and remedies of stress need to be investigated. The leadership style in the field of libraries needs to be explored further. The current study may be replicated by covering the private sector or comparing public and private sector university library professionals. The study may be extended to the provincial level or conducted as a longitudinal study to report library professionals' attitudes.

Conclusion

The study aimed to measure the level and relationship among job satisfaction, job stress, and workplace motivation among employees working in public sector university libraries of Lahore, Pakistan. The results showed that the respondents are satisfied with their job primarily due to work, organizational supervisor, relations with co-workers, and better pay. Most of the respondents are motivated by the environment, career achievement, and rewards at their workplace, respectively. There is a positive relationship between job satisfaction, job stress,

and workplace motivation. The higher job satisfaction is resulting in decreasing job stress and increasing workplace motivation or vice versa. Hence, a positive and healthy workplace environment eventually contributes towards higher job satisfaction of the staff and finally helpful in the nourishment and development of the organization. In this regard, the role of supervisor and top management is undoubtedly crucial to maximum facilitate the staff so that the staff put their efforts for better working in the organization. According to Janssen and Van Yperen (2004), supervisors' motivation, recognition, and encouragement can create and increase workplace motivation and job satisfaction among employees. Moreover, there is a need to frame employees' favorable policies that facilitate and motivate the library staff and further initiative continuous professional development (CPD) opportunities for the staff to compete with modern library users' needs.

Recommendations

1. The library professionals should be trained by instilling hard and soft skills among them to monitor all aspects of their professional growth and balanced performance.
2. Library professionals should be provided equal opportunities by posting the right persons at the right places.
3. The policymakers and human resource managers should arrange seminars and workshops to support library professionals in stress management and commitment to their work and job.
4. The suggestions and advice from experts of organizational behaviors should be adopted to provide the best working environment for library professionals.
5. Higher management should be held to recognize their employees for their performance to motivate them extrinsically.

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