

IMPACT OF STRESS ON THE WORK PERFORMANCE OF PROFESSIONAL LIBRARY EMPLOYEES: A STUDY OF SELECTED INDIAN UNIVERSITY LIBRARIES

Vineeta Singh*, H.N. Prasad**

Abstract *This study was carried out to investigate the effect of stress on Librarian job performance in the selected Indian Universities. The structured survey questionnaire was employed in this study. 550 questionnaires were distributed in it. The questionnaires had 498 questions for the detailed study. The questionnaire responses were digitized using Microsoft Excel and scale reliability has been done to check the reliability of the data. The statements/items so developed are rated on a five point Like scale. The findings showed that the stress significantly affect the professional librarian's job performance in relation to their job demand and expectation. The implication of this study showed that it has deleterious effect physical and physiological health of professional librarians and major resource loss for university libraries. It was recommended that, university librarians and management team should guarantee and facilitate the overall health stability of their professional librarians by ensuring that conducive.*

Keywords: *Job Stress, Librarian, Performance, Indian University*

INTRODUCTION

Job stress is considered to be increasing day by day and has become obligation for the employers to follow some strategies, as high level stress results in low productivity, multiplied absenteeism and series of other worker problems like alcoholism, drug abuse, hypertension and host of cardiovascular troubles (Mohajan, 2012). Conceptually, four types of relationships were proposed to exist among the measures of job stress and job overall performance (Jamal, 1985). Research concludes five physical signs associated with stress and anxiety namely, faster heart rate, muscle tension, increased blood pressure, and knots in stomach or tightness in the area, anxious (Folkman, 2013). While stress is created one starts to feel bodily and emotional frame alternate to attain a brief state of excessive alert and it creates diverse signs and symptoms within the body (Scaer, 2014). Library is a crucial branch of a university, in truth it is the most vivacious department of the college. Librarian needs to be peaceful and energetic (Wong *et al.*, 2011). Research has determined that the diploma of stress that a character encounters has been related to someone's physical fitness, the strength of their interpersonal dating, their workload or

commitments, and worrying events (Raj *et al.*, 2014). The general problems of the Librarians, that are the probable rationale behind the stress are following: Difference in the Pay Scales for equal qualification, difference in working hours, work load & responsibilities (Prasad *et al.*, 2016), lack of good Management, Lack of funds (Moran *et al.*, 2017), Library Staff is used for other work outside the library, Institutional Politics, work-life imbalance. So, a study was conducted to understand the relationship of stress and job performance of the Librarian and their causes in this paper.

Purpose of Study

Stress in the workplace is currently a topic of great interest. For example, there is increasing awareness that excessive stress can be hazardous to employees' health, and stress, as a cause for disability, can obligate employers and their insurers to worker compensation (Siegrist, 2016). Ineffective management of stress can lower the productivity of individual employees and, as a result, of an entire organization (Cooper *et al.*, 2013).

* Research Scholar Department of Library & Information Science, BHU, Varanasi, Uttar Pradesh, India.
Email: vineetavns.bhu@gmail.com

** Professor of Department of Library & Information Science, BHU, Varanasi, Uttar Pradesh, India.

This research will discuss some aspects of stress in the library work place. It will not attempt a thorough review of the literature, either of stress in the workplace in general or of stress in the library workplace.

Hypothesis Used for Statistical Analysis

Hypothesis 1: There is no significant work stress on the work performance of a professional librarian employee.

Vs

H11: There is a significant work stress on the work performance of a professional librarian employee.

Hypothesis 2: There is no significant factor influencing stresses among the university libraries employees of India.

Vs

H12: There is a significant factor influencing stresses among the university libraries employees of India

METHODOLOGY

Sampling and Data Collection

The respondents used in this study were the employees of different university libraries were interviewed via questionnaire. The primary data was collected through structured questionnaire. A survey questionnaire of 498 questions other than personal information has been used. A total of 550 questionnaires were distributed. The questionnaire responses were digitized using Microsoft Excel and scale reliability has been done to check the reliability of the data. The statements/items so developed are rated on a five point Like scale.

Data Collection and Interpretation

The filled questionnaires were digitalized and then taken on reliable scale. For this purpose, Cronbach’s alpha statistics were used. Item and reliability analysis was performed on a reliability scale. Post checking the reliability of the data, Pearson correlation coefficient test has been done to find the significance level of the relationship between the variables. Correlation and Regression analysis is done to study the relationship between the independent variable and dependent variable. Other test like chi- square test and ANOVA were used for hypothesis testing. All these tests were analyzed with the help of Statistical Package for the Social sciences (SPSS). The basic data is shown with the help of bar diagrams, histograms and with percentage method.

Reliability of the Data

Cronbach Alpha for all the parameters has shown an average scale or results.

Table 1: Case Processing Summary

		N	%
Cases	Valid	498	100.0
	Excluded ^a	0	0.0
	Total	498	100.0

List wise deletion based on all variables in the procedure.

Table 2: Reliability Statistics

Cronbach’s Alpha	Cronbach’s Alpha Based on Standardized Items	N of Items
0.812	.814	5

Table 3: Item Statistics

	Mean	Std. Deviation	N
Job Satisfaction	3.623	0.8990	498
Job Security/ Stress	3.778	0.9010	498
Professional Academic Demand	3.478	0.8486	498
Organization Effectiveness	3.479	0.9428	498
Copying Strategy	3.559	0.7655	498

Source: Primary Data Collected through Questionnaire

Cronbach Alpha value for all the parameters is greater than 0.812, which means apart from over all alpha value, individual above listed attributes are also reliable for further analysis. The average mean of all the above attributes is around 3.6 and the standard deviation is 0.89 for the data of 498 respondents. Standard deviation of one of the attribute “Organization Effectiveness” is marginally on the higher side (0.9428) with no impact on mean. This means that Organization Effectiveness plays a significant role on professional librarians when it comes to stress. Over all, all parameters seem to be effective and reliable for data analysis.

At 95% significance level correlation between all the attributes is positive. Significant strong correlation of 0.824 has been found between ‘organization effectiveness and professional academic demand’ and ‘Copying strategy and organization effectiveness and professional academic demand’ follow with marginally strong correlation of 0.49 between Job Security/ Stress and job satisfaction (0.496) and Professional academic demand and Job Security/ Stress (0.588).

Cronbach Alpha value for all the parameters is greater than 0.70, which means apart from over all alpha value, individual parameters like Job Satisfaction, Job-Security, Professional/

Academic demand, Organization Effectiveness and Copying Strategy are also reliable for the analysis.

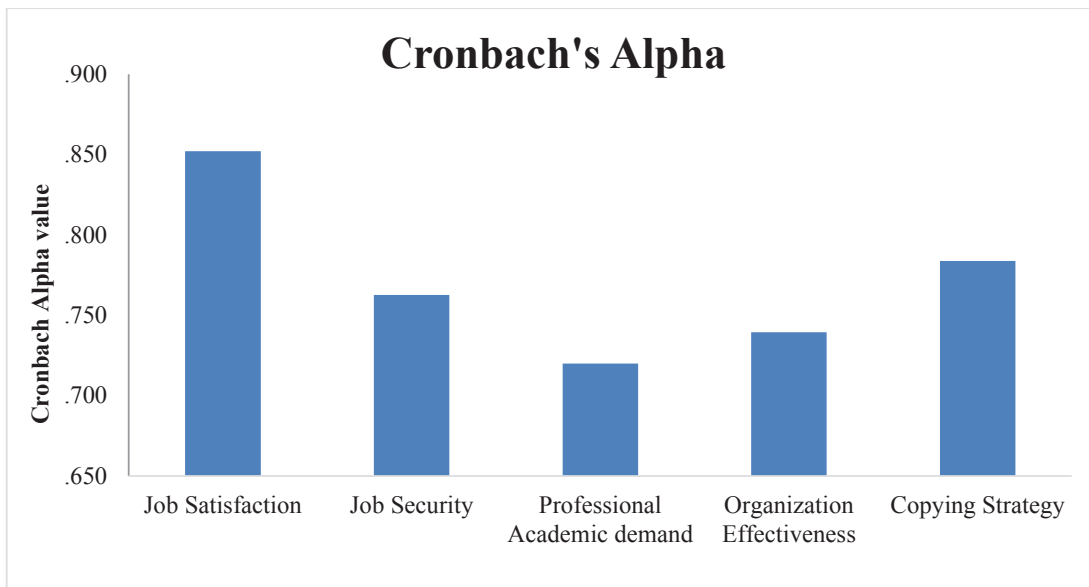


Fig. 1: Cronbach's Alpha for Inter-Item Correlation Matrix

RESULTS AND ANALYSIS OF THE DATA

Descriptive Statistics of the data

1. *Gender:* From the survey, larger number of respondents (male and female) filled the questionnaire. The male sample

size reached to 56.8% whereas female respondent percentage is 43.2% among 498 respondents. It should be noted that marginal gap is being found between the responses of male (56.8%) and female (43.2%).

2. *Marital Status:* In this study, 45.6% respondents are not married and 54.4% respondents are married. This data is good to analyse because we will come to know the mindset of both type of respondents married and unmarried.

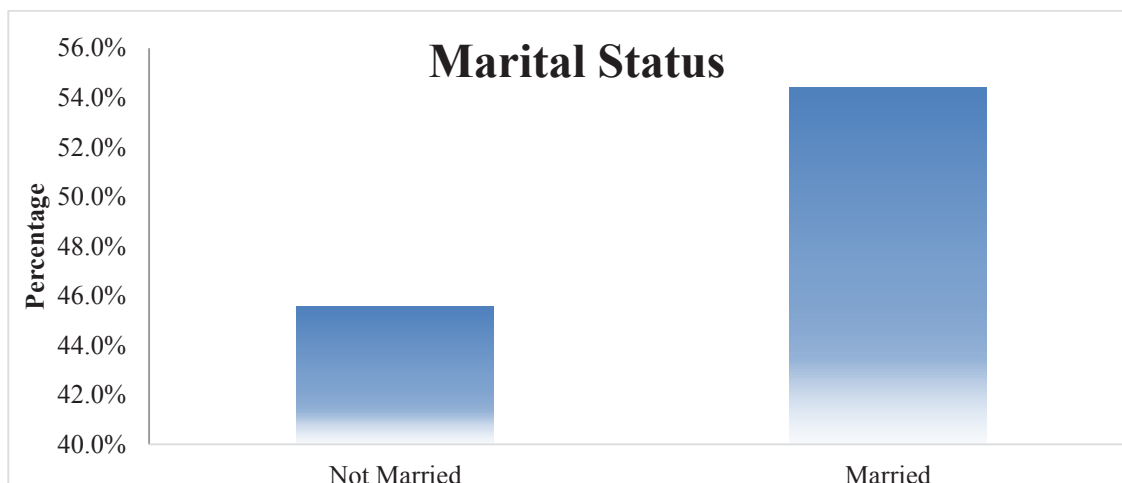


Fig. 2: Marital Status

3. *Education Qualification:* From the survey data, large number of respondents are carrying bachelor degree (76.9%) remaining respondents are (14.1%) respondents are either carrying master's degree or (9.0%) respondents carrying a

professional degree (PhD.). It is very clear from the data that respondents who have filled the questionnaire are educated and was clear at the time of giving responses. So, there is no biased response on the questions asked.

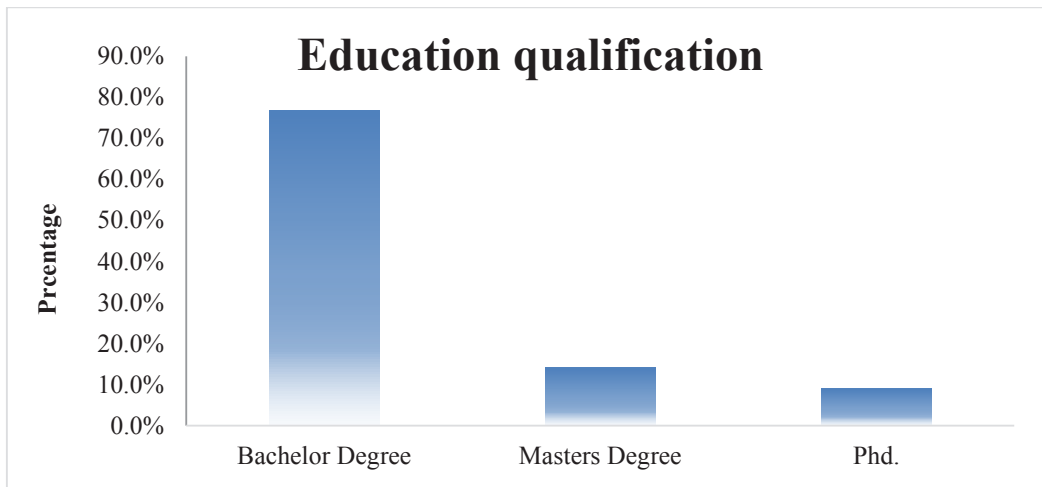


Fig. 3: Educational Qualification

4. *Age:* Out of the 498 respondents, major respondents (42.2%) are in the age group of 25 years followed by the age group of 26 to 35 years and the percentage is 25.5%. Only

30% of the respondents are from the higher age group of 36 and more years.

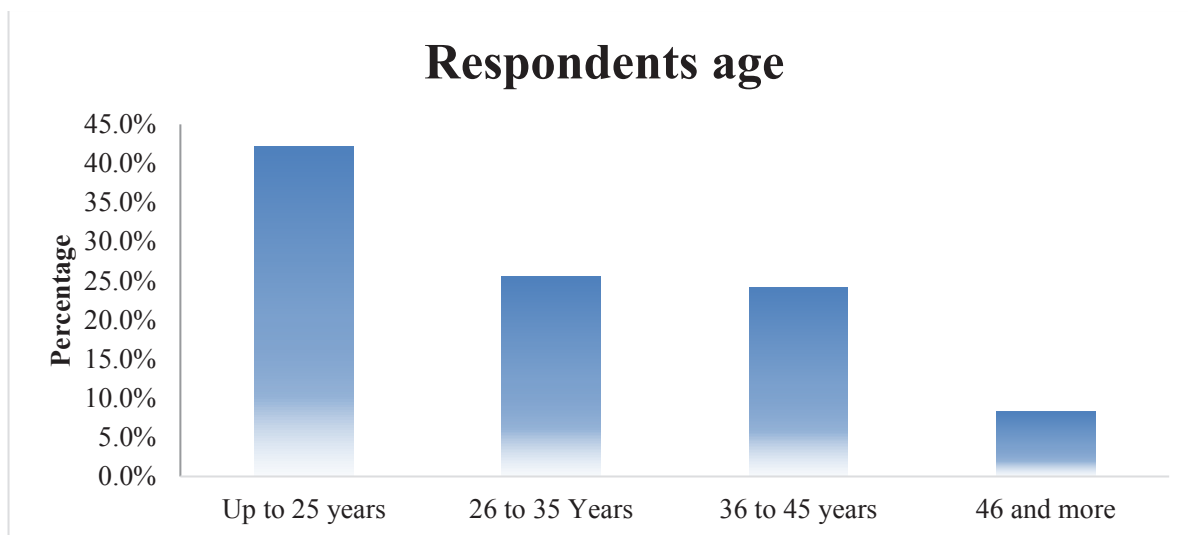


Fig. 4: Respondent Age

Years of Experience: Out of 498 respondents, 42.2% respondents are having the work experience of 0 to 5 Years, 25.5% of the respondents are having the work experience of

6 to 10 years and remaining respondents are having the work experience of 11 or more years.

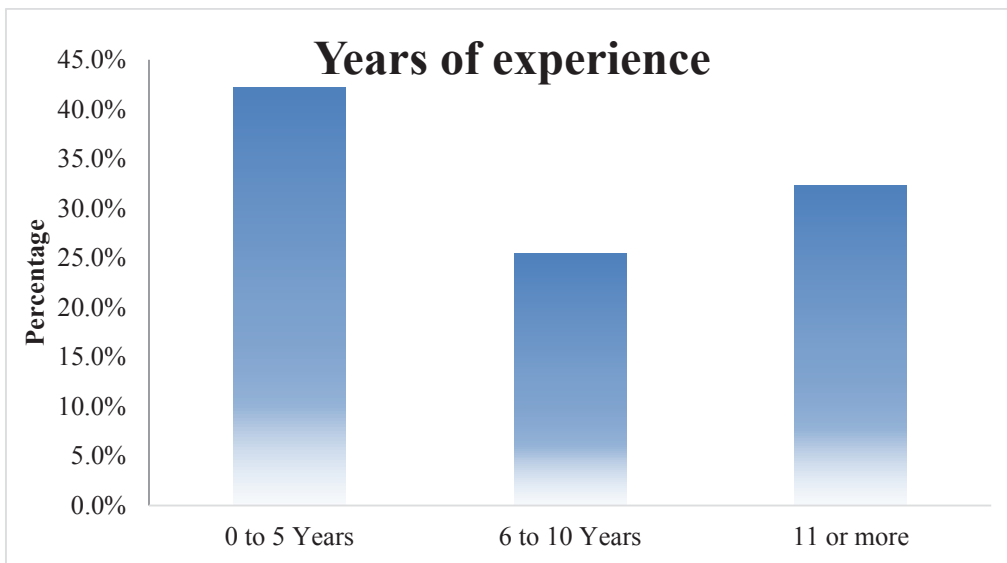


Fig. 5: Years of Experience

6. *Nature of Work:* According to the data, respondents are from different level having respondent on the questionnaire. 198 respondents are at the level of librarian II (39.8%), 111 respondents are at the level of librarian I (22.3%), 141 respondents are at the level of senior librarian (28.3%), 29 respondents are at the level of principle librarian (5.8%), 14 respondents are at the level of deputy university librarian (2.8%) and 5 respondents are at the university librarian (1.0%). Quite a good mix of responses has been gathered.

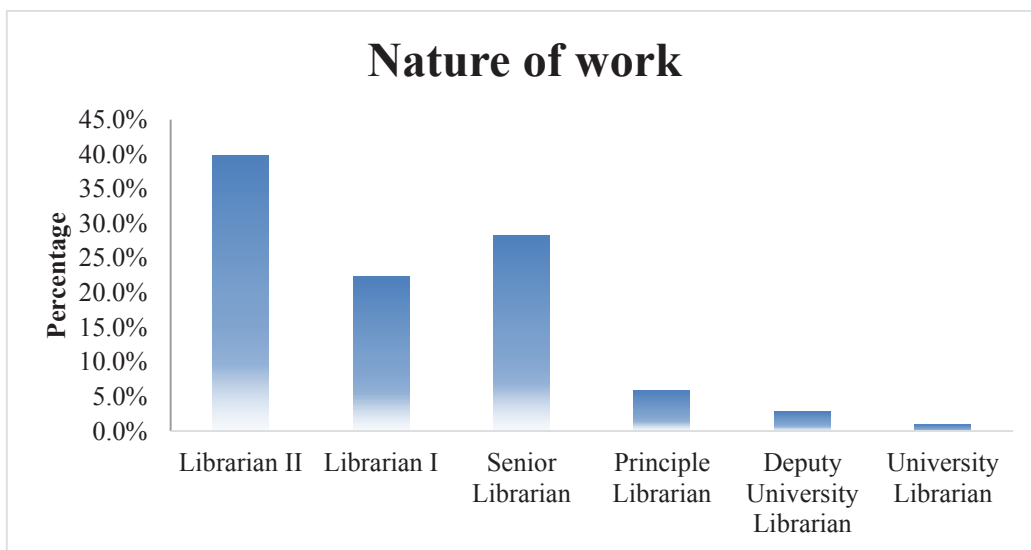


Fig. 6: Nature of Work

7. *Responses:* Good mix of response have been received, 63% of the respondents have accepted that there is a work stress at each parameter. 16% of the respondents are not sure

however remaining 21% of the respondents are disagreed on the stress at work. This could be because approximately 45% of the respondents are the junior staff having 0 to 5 years of experience. They are new to this industry.

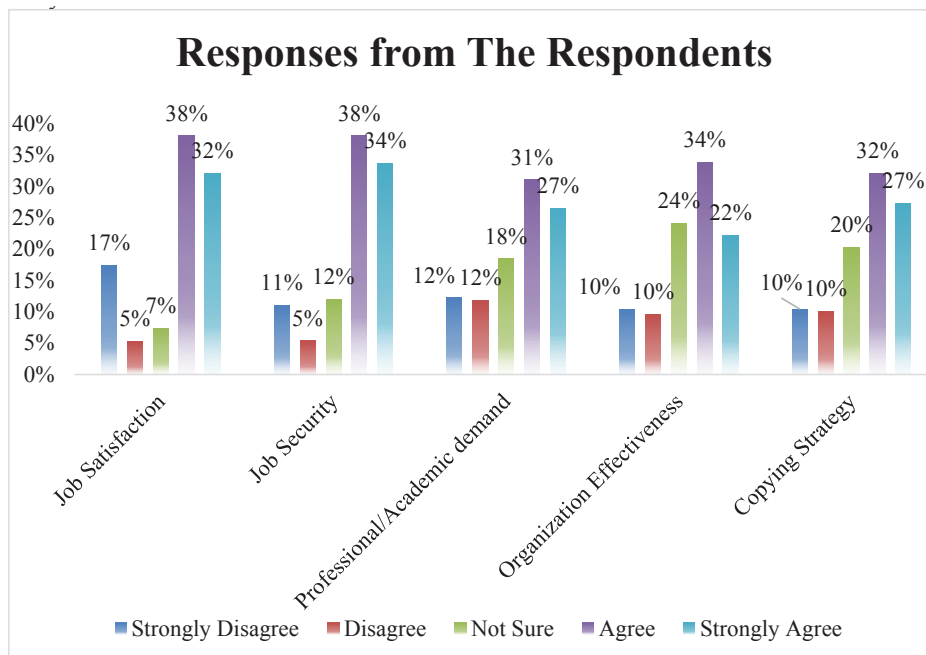


Fig. 7: Nature of Work

Analysis of Data

Square has been used to check the biasness of the data at each Demographics level.

Following are the response of the section B of the questionnaire derived from the hypothetical statements. Chi

Table 4: Gender Analysis

Variations	Total	% Cont.	Chi_ Square	Chi Square Cal	P Values	Null Hypothesis Remarks
Female	215	43.2%	0.01	0.02	0.89	H0 Rejected
Male	283	56.8%	0.01			

Inference:

There is no significant gender impact of stress on the work performance of professional library employees

Table 6: Age Impact of Stress on the Work Performance

Variations	Total	% Cont.	Chi_ Square	Chi Square Cal	P Values	Null Hypothesis Remarks
Up to 25 years	210	42.2%	0.12	0.23	0.97	H0 Rejected
26 to 35 Years	127	25.5%	0.00			
36 to 45 years	120	24.1%	0.00			
46 and more	41	8.2%	0.11			

Table 5: Education Qualification Impact of Stress on Work

Variations	Total	% Cont.	Chi_ Square	Chi Square Cal	P Values	Null Hypothesis Remarks
Bachelor Degree	383	76.9%	0.58	0.87	0.65	H0 Rejected
Master's Degree	70	14.1%	0.11			
PhD.	45	9.0%	0.17			

Inference:

There is no significant age impact of stress on the work performance of professional library employees.

Inference:

There is no significant Educational qualification impact of stress on the work performance of professional library employees

Table 7: Impact of Stress on the Work Performance in Terms of Years of Experience

Variations	Total	% Cont.	Chi_Square	Chi Square Cal	P Values	Null Hypothesis Remarks
0 to 5 Years	210	42.2%	0.03	0.04	0.98	H0 Rejected
6 to 10 Years	127	25.5%	0.02			
11 or more	161	32.3%	0.00			

Inference:

There is no significant Years of Experience impact of stress on the work performance of professional library employees

Inference:

There is no significant impact of stress in Job Security/ Stress on the work performance of professional library employees

Table 8: Impact of Stress in Job Satisfaction on the Work Performance

Variations	Total	% Cont.	Chi_Square	Chi Square Cal	P Values	Null Hypothesis Remarks
Strongly Disagree	432	17.3%	0.0	0.43	0.81	H0 Rejected
Disagree	130	5.2%	0.1			
Not Sure	182	7.3%	0.1			
Agree	947	38.0%	0.16			
Strongly Agree	799	32.1%	0.1			

Inference:

There is no significant impact of stress in Job Satisfaction on the work performance of professional library employees.

Table 10: Impact of stress in Professional/Academic Demand on the Work Performance

Variations	Total	% Cont.	Chi_Square	Chi Square Cal	P Values	Null Hypothesis Remarks
Strongly Disagree	304	12.2%	0.03	0.15	0.93	H0 Rejected
Disagree	294	11.8%	0.03			
Not Sure	459	18.4%	0.00			
Agree	773	31.0%	0.06			
Strongly Agree	660	26.5%	0.02			

Inference:

There is no significant impact of stress in Professional/Academic demand on the work performance of professional library employees

Table 9: Impact of Stress in Job Security/ Stress on the Work Performance

Variations	Total	% Cont.	Chi_Square	Chi Square Cal	P Values	Null Hypothesis Remarks
Strongly Disagree	275	11.0%	0.04	0.44	0.80	H0 Rejected
Disagree	133	5.3%	0.11			
Not Sure	298	12.0%	0.03			
Agree	947	38.0%	0.16			
Strongly Agree	837	33.6%	0.09			

Table 11: Impact of Stress in Organizational Effectiveness on Work Performance

Variations	Total	% Cont.	Chi_Square	Chi Square Cal	P Values	Null Hypothesis Remarks
Strongly Disagree	259	10.4%	0.05	0.21	0.90	H0 Rejected
Disagree	237	9.5%	0.05			
Not Sure	599	24.1%	0.01			
Agree	842	33.8%	0.10			
Strongly Agree	553	22.2%	0.00			

Inference:

There is no significant impact of stress in Organizational Effectiveness on work performance of professional library employees

Table 12: Impact of Stress in Copying Strategy On the Work Performance

Variations	Total	% Cont.	Chi_Square	Chi Square Cal	P Values	Null Hypothesis Remarks
Strongly Disagree	259	10.4%	0.05	0.20	0.91	H0 Rejected
Disagree	249	10.0%	0.05			
Not Sure	504	20.2%	0.00			
Agree	798	32.0%	0.07			
Strongly Agree	680	27.3%	0.03			

Inference:

There is no significant impact of stress in copying Strategy on the work performance of professional library employees

Overall no significant difference is being found in the work stress because of the following parameters like age, gender, marital status, education qualification, and number of years of experience however significant difference is being found in the work stress because of the following parameters

like Job Satisfaction, Job Security/ Stress, Professional/ Academic demand, Organization Effectiveness and Copying Strategy.

Testing of the Hypothesis

In order to analyse the significant impact of the stress on work performance of professional library employees following hypothesis has been set to conduct the research.

H₀¹: There is no significant work stress on the work performance of professional librarian employees vs H₁¹: There is a significant work stress on the work performance of professional librarian employees

Correlation between Job Security/ Stress level and Professional/Academic demand or a Work Performance

In order to analyse the significant impact of the stress on work performance of the professional library employees with their work stress level, Pearson bivariate correlation analysis has been done to calculate the score of job security and the stress at the work performance among the employees. The result of Pearson Bi-variant correlation analysis is shown in the below table.

Table 13: Pearson Bi-variant Correlation Analysis of Professional Library Employees with Their Work Stress Level

		Job Security/ Stress	Professional Academic Demand/ Work Performance
Job Security/ Stress	Pearson Correlation	1	.588**
	Sig. (2-tailed)		.000
	N	498	498
Professional Academic demand/ Work Performance	Pearson Correlation	.588**	1
	Sig. (2-tailed)	.000	
	N	498	498

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

Inference: Significant Correlation is found at 0.01 level (2-tailed). Results of the above table indicate that the Pearson bivariate correlation coefficient is 0.588. This indicates that a strong positive correlation exist between the calculated score of job security and the work performance of the professional librarians. Results also tells that the p-value of the correlation coefficient is less than 5% level of significance, therefore with 95% confidence level, we can conclude that there is a significant positive correlation between the calculated score of job security/ stress level and the work performance of the professional library employees.

Regression

Impact of Work Performance on Stress: Regression model is used to see the significant impact of Work Performance on the stress level for professional library employees. Higher stress level is being found to have positive significant relationship with the work performance. Regression model is being expressed as follows:

Result of the regression analysis is shown in the following table

Table 14: Model Summary of Regression Model on Impact of Work Performance on the Stress Level for Professional Library Employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.588a	.346	.345	.7292		
a. Predictors: (Constant), Professional Academic demand or a work performance						
Coefficientsa						
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta		
1. (Constant)		1.605	.138		11.630	.000
Professional Academic demand		.625	.039	.588	16.210	.000

a. Dependent Variable: Job Security/ Stress

Result indicates that the p-value (0.000) of the slope coefficients of t statistics (16.210) is less than 5% significance level. Therefore, at 95% confidence level, we are failing to accept the null hypothesis of no significant relationship between stress and work performance. Results concluded that the slope coefficients of the independent variable Professional Academic demand are .625. This means that significant positive relationship has been observed in Professional Academic demand level on stress.

It assumes that, if stress level is low then it leads to high job satisfaction. The F-statistic is 262.765 with p-value 0.000 indicates that the model is statistically significant. The R square is of only 34.6% indicates that 66.4% of variance in work performance of the professional library employees. Therefore, it is concluded that there is a significant relationship between stress and work performance and that's why professional academic demand is a significant important factor which contributes directly to the stress level of the professional library employees.

Table 15: ANOVA^a (Analysis of Variance) in Positive Relationship in Professional Academic Demand Level on Stress

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	139.716	1	139.716	262.765	.000 ^b
Residual	263.730	496	.532		
Total	403.446	497			

a. Dependent Variable: Job Security/ Stress

b. Predictors: (Constant), Professional Academic demand or Work performance

TESTING OF SECOND HYPOTHESIS

H₀²: There is no significant factor influencing stresses among the university libraries employees of India vs H₁²: There is a significant factor influencing stresses among the university libraries employees of India.

Correlation between Job Security/ Stress level and the other factors pertaining to stress among the university libraries employees on India

Pearson bivariate correlation analysis has been done on to calculate the score of job security and the other factors that contribute stress at the work performance among the employees.

Table 16: Pearson Bi-Variant Correlation Analysis of Job Security and the Other Factors

		Job Satisfaction	Job Security/ Stress	Professional Academic demand	Organization Effectiveness	Copying Strategy
Job Satisfaction	Pearson Correlation	1	.496**	.269**	.214**	.126**
	Sig. (2-tailed)		.000	.000	.000	.005
	N	498	498	498	498	498
Job Security/ Stress	Pearson Correlation	.496**	1	.588**	.477**	.394**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	498	498	498	498	498

		Job Satisfaction	Job Security/ Stress	Professional Academic demand	Organization Effectiveness	Copying Strategy
Professional Academic demand	Pearson Correlation	.269**	.588**	1	.824**	.624**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	498	498	498	498	498
Organization Effectiveness	Pearson Correlation	.214**	.477**	.824**	1	.650**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	498	498	498	498	498
Copying Strategy	Pearson Correlation	.126**	.394**	.624**	.650**	1
	Sig. (2-tailed)	.005	.000	.000	.000	
	N	498	498	498	498	498

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

Inference: Significant Correlation is found at 0.01 level (2-tailed). Results of the above table indicate that the Pearson bivariant correlation coefficient is 0.588 between Job security/ stress and Professional Academic demand/ Work Performance. Significant high correlation (0.624 and 0.650) has been found between organization effectiveness, copying strategy and work performance. This indicates that a strong positive correlation exists between the calculated score of job security and the work performance of the professional librarians. Results also tells that the p-value of the correlation coefficient is less than 5% level of significance, therefore with 95% confidence level, we can conclude that there is a significant positive correlation between the calculated score

of job security/ stress level and the work performance of the professional library employees.

REGRESSION

Impact of Work Performance on Stress from various factors: Regression analysis is being done on the variables in order to test the significant cause and effective relationship between these variables. Dependent variable in the regression analysis is job security/ Stress & independent variable is the work performance, job satisfaction and organization effectiveness. Result of the regression analysis is shown in the below table

Table 17: Model Summary of the Regression Analysis of Impact of Various Factors on the Stress Level for Professional Library Employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.688 ^a	.473	.469	.6568		
a. Predictors: (Constant), Copying Strategy, Job Satisfaction, Professional Academic demand, Organization Effectiveness						
Coefficients ^a						
Model B		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	.499	.175		2.855	.004
	Job Satisfaction	.368	.034	.367	10.796	.000
	Professional Academic demand	.509	.064	.479	7.996	.000
	Organization Effectiveness	-.046	.058	-.048	-.792	.029
	Copying Strategy	.095	.052	.080	1.826	.008

a. Dependent Variable: JobSecurity

Result indicates that the p-value (0.000) of the slope coefficients of t statistics of all the factors is less than 5% significance level. Therefore, at 95% confidence level, we are failing to accept the null hypothesis of no significant

relationship between stress and the other various factors. Results concluded that the slope coefficients of the independent variable Professional Academic demand is .509, slope coefficients of the independent variable

organization effectiveness is -.046, slope coefficients of the independent variable copying strategy is .095 and the slope coefficients of the independent variable Job satisfaction is .368. This means that significant positive relationship has been observed between all the factors and stress. Hence it's proved that there is a significant factor influencing stresses among the university libraries employees of India.

Table 18: ANOVA^a (Analysis of Variance) of Significant Positive Relationship Between All the Factors and Stress

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	190.743	4	47.686	110.525	.000 ^b
	Residual	212.703	493	.431		
	Total	403.446	497			

a. Dependent Variable: Job Security

b. Predictors: (Constant), Copying Strategy, Job Satisfaction, Professional Academic demand/ Work Performance, Organization Effectiveness

It assumes that, if stress level is low then it leads to high job satisfaction. The F-statistic is 110.525 with p-value 0.000 indicates that the model is statistically significant. The R square is of only 47.3% indicates that 51.7% of variance in work performance of the professional library employees. Therefore, it is concluded that there is a significant factor influencing stresses among the university libraries employees of India.

SUMMARY

Study carried out among the Indian professional librarians in various state universities. Results of the hypothesis I tells, that professional librarian's job performance quality is affecting because of enormous stress. Majority of the respondents that is 57% of the respondents believed that professional librarians who engage in other activities beside their primary assignment are more prone towards the stress than the others, thereby affecting their job performance negatively. 24% respondents, believes that absence of the professional Indian librarians could be the a result of job related stress and that's why it will definitely going to affect the overall university library productivity and the university objectives. Results also shows that 94% of the respondents agreed that professional librarian's job entails with different timings. It includes late sitting as well. This over all affects both emotional and psychological well-being of the professional librarians. Majority of the respondents says that they generally get tired post office hours because of unnecessary work demand in a shorter time. This findings

is supported with the findings made by (Kan and Yu, 2016; Xiaosong, 2016) that stressful working conditions are generally related to psychosocial hazards like: accurate work in a shorter time frame, lack of support from professional colleagues or a supervisor etc. Higher level of job stress is being found in the professional librarians with standard deviations of 0.89. Significant high correlation (0.624 and 0.650) has been found between organization effectiveness, copying strategy and work performance. Implications of the findings indicate that job satisfaction is an important factor in academic library management. The observed level of stress and job satisfaction from study shows that when job stress is inevitable, it affects the performance of the librarian which turns to be bad for the university.

CONCLUSION

Based on the findings of the study, it is recommended that in order to reduce job stress universities should increase the job satisfaction level among the employees so that university librarians at any level feels satisfied and concentrate on the assigned work. Job satisfaction can be increased by recognising librarian for his/ her work, promotions, salary increment, additional benefits etc.

RECOMMENDATIONS

Based on the study following are the recommendations:

- To ensure efficient service delivery in the nation's university libraries employers should be helped in reducing sources of stress among others in university libraries, thereby ensuring better professional librarian's job performance.
- There should have a regular payment of salary and promotion to have a favourable job performance.
- It is also recommended that university librarians and management team should guarantee and facilitate the overall health stability of their professional librarians by ensuring that conducive working environment is encouraged at all times for efficient job performance.

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