

Librarian Work Stress at The Library of Universitas Hasanuddin Makassar

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Abstract: This article discusses the work stress for librarians at the library of Universitas Hasanuddin Makassar. The purpose of this study are; a) to find out the work stress in the library of Universitas Hasanuddin Makassar. b) to find out the factors contributing to the work stress of the librarians at Universitas Hasanuddin Makassar. This study employs mixed-methods research that refers to qualitative and quantitative. The data collection methods were carried out through observation, interviews, and questionnaires, so that the data from the research site could be described descriptively. Data processing and analysis techniques are carried out through the stages of data collection, data reduction, data presentation, and data verification or drawing conclusions. The results of this study show that a) The work stress of the librarians at Universitas Hasanuddin Makassar has three symptoms, namely: the most dominant psychological symptoms that the librarians experience are confusion, tension, solitariness, and decreased concentration; the most common physiological symptoms felt by librarians are fatigue and headaches; and the behavioral symptoms refer to the lack of socialization with friends and procrastination of work. b) The importance of undertaking stress management to minimize the factors causing work stress that can affect librarians, their work, and the work environment. The implementation of stress management is expected to create a healthy work environment in the library at Universitas Hasanuddin Makassar.

Keywords: University Library; Librarian; Stress; Work Stress

BACKGROUND

The constant work of a librarian has the potential to cause stress. A librarian works normally every day, regardless of the library type, and can acquire work demands from visitors, co-workers, and agency leaders. It has the potential to cause an increase in stress. The work demands for the librarians generally come from visitors. Based on several research results, librarians who are responsible for the service department often experience stress.

Psychologists state that job stress is often experienced by social service or helping professions; it generally hits the workers who care about the welfare of others, such as nurses, doctors, teachers, and other general information service workers.¹ Librarians are also social servants because libraries function to provide information services to visitors.

Stress is a response to work or the result of an activity.² When stress builds up continuously, it causes a person to lose motivation or enthusiasm for work. At this stage, the person who gets stressed for a long time will experience a condition called burnout. Burnout is a description of the emotional condition of a person who feels tired and fed up mentally, emotionally, and physically due to increasing work demands.³ Stress is the main source of burnout; it occurs due to continuous stress involving librarians as information providers and visitors as recipients of information services, which ensues over a long period of time.

If librarians continue to experience stressful conditions, they will experience severe levels of stress. Finally, it will have an impact on jobs, workplaces, and visitors who will use the library. Stress that arises in libraries will have a significant impact on organizations and librarians themselves, both by reducing work productivity and commitment to the organization.

THEORETICAL REVIEW

University Library

A university library is a work unit that becomes an integral part of its main tertiary institution, along with other work units but in different roles. The university library assists the university in implementing the Three Pillars of Higher Education program, namely teaching, research, and community service.⁴

Government Regulation No. 24 of 2014 about the application of law states that:

¹ Caputo, *Stress and Burnout in Library Service*. (Canada: Oryx Press, 1991).

² Robbins, S. P, *Organizational Behaviour Concept, Controversiest Applications, 6 th Ed., Eaglewood Cliff*, (New Jersey: Prentice Hall, Inc, 2003).

³ Leiter, M. P., & Maslach, C, *A mediation model of job burnout. In Antoniou, A. S., & Cooper, C. L. (Eds.), Research companion to organizational health psychology (544-564)*. (Elgar Publishing, 2005).

⁴ Saleh, Komalasari. *Materi Pokok Menejemen Perpustakaan*. p. 38

*“A university library is an integral part of education, research, and community service and functions as a learning resource center to support the achievement of educational goals at the university”.*⁵

SNP 010:2011 University Libraries asserts that libraries aim to meet the information needs of teachers and students at the university. University libraries may also be open to the public. A university library is a library that is part of a higher education institution, typically in the form of a university, faculty, academic, or higher education library. A university library takes part as an implementer of the Three Pillars of Higher Education, namely education, research, and community service.⁶

The opinion above leads to the understanding that the university library is part of the university and assists in the implementation of education, teaching, research, and community service in order to achieve the goals of the university itself.

Librarian

A person who carries out duty or carries out library activities, namely providing services to visitors in accordance with the duties of the main institution based on documentation, information, and knowledge, is called a librarian. A librarian is a professional worker in the field of libraries and information.⁷ The Indonesian Librarian Association also believes that librarians have the role of carrying out and providing services in libraries based on the mission carried out by the main institution on basic library knowledge, documentation, and information from education.⁸

Law on Libraries Number 43 of 2007 Article 1 Paragraph 8 states that a person who has obtained competence as a result of taking librarian education or training and has the main responsibilities and duties of carrying out management and services in a library is named a librarian.⁹ In accordance with the Higher Education Library Guidelines book, which states that a librarian is a person who carries out the duties of selecting, managing, lending services, caring for and safeguarding library materials, and supervising libraries in library institutions.¹⁰

Based on several explanations about librarians above, it can be concluded that a librarian is a person who carries out duties in accordance with the objectives of the main institution that regulates them and who has gone through librarian education

⁵ Undang-Undang Republik Indonesia No.43 Tahun 2007 Tentang Perpustakaan Pasal 1 p.15

⁶ Departemen Pendidikan Nasional. *Buku Pedoman Perpustakaan Perguruan Tinggi*. (Jakarta: Balai Pustaka. 2004). p. 1.

⁷ Hermawan, Rachman, dan Zulfikar Zen, *Etika Kepustakawanan: Suatu Pendekatan Terhadap Profesi dan Kode Etik Pustakawan Indonesia*. Ed. I. (Jakarta: Sugeng Seto, 2006) p. 45.

⁸ Ikatan Pustakawan Indonesia, *Undang-Undang Dasar Tentang Perpustakaan Indonesia*. (Majalah Ikatan Pustakawan Indonesia. 2007), 16(1-2).

⁹ Republik Indonesia, *Undang-Undang Republik Indonesia Nomor 43 Tahun 2007 Tentang Perpustakaan* (Jakarta, 2007), p. 3.

¹⁰ Standar Nasional Perpustakaan No 010 Tahun 2011 tentang Perpustakaan Perguruan Tinggi.

and training with the roles of managing, maintaining library materials, providing services to visitors, and supervising the library system.

Work Stress

Adaptive responses that occur in external situations cause physical, psychological, and behavioral deviations for organizational members; this is called as stress.¹¹ The pressure from the workplace that leads to stress is called work stress. The further explanation explains that stress is the result of the interaction of employee conditions with the characteristics of each employee, and there are excessive demands on the employees.¹² Work stress refers to the stress experienced by a person at work. In other words, work stress is a condition where one or several factors in the workplace interact with the workers in such a way that it disrupts the physiological and psychological balance of the worker himself.¹³

Stress that arises in the work environment is called work stress. Some of the views regarding work stress below emphasize individual perceptions, which have a quite important impact on work-life balance.

“Work stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.”¹⁴

“...both to employees’ strain or reactions to the work environment and to job stress or elements of the environment itself.”¹⁵

Based on the definitions above, it can be concluded that work stress for librarians can occur when the librarian experiences an unpleasant atmosphere or there is an incompatibility between work demands and the librarian's condition, which makes him feel negative.

Work stress is one of the factors in the work environment that requires adaptive reactions. It has the potential to cause pressure and affect an individual's life balance. Factors in the work environment consist of human and environmental factors. These two factors can lead to work stress because individuals can view them as challenges or threats in dealing with situations that involve these two factors. The thing that makes an individual feel challenged or threatened is that he has hope of succeeding in his environment.

¹¹ Luthans, F. *Perilaku Organisasi*. Edisi 10. Diterjemahkan oleh: V.A Yuwono, dkk. (Yogyakarta: ANDI, 2006). p. 441.

¹² Ross, R. R., & Altmaier, E. *Intervention in occupational stress*. (Thousand Oaks, CA: Sage Publications, 1994).

¹³ Anoraga, A. *Psikologi Kerja*. (Jakarta: PT. Rineka Cipta, 2006). p. 112.

¹⁴ Robins, Stephen P. *Organizational Behavior. Concepts, Controversies and Applications*. (New Jersey: Prentice Hall International, Inc, 1993). Ed. VI, p. 661.

¹⁵ Beehr, Terry A, et al. *The Meaning of Occupational Stress Item to Survey Informants*. (Journal of Applied Psychology, 1992). 77 (5), p. 623-628.

RESEARCH METHODOLOGY

In this study, researchers used mixed methods with descriptive statistical research types. According to Creswell and Clark, mixed-methods research refers to research designs with philosophical assumptions aside from the inquiry method. As a methodology, mixed-methods involves philosophical assumptions that guide the direction of data collection and analysis, then cultivating qualitative and quantitative research approaches throughout various phases of the research process. The mixed-method focuses on collecting, analyzing, and mixing qualitative and quantitative data in a single study or several research series. The main reason for using a combination of qualitative and quantitative approaches is to provide a better understanding of the research problem than using a single approach¹⁶. It leads the researchers to implement mixed methods with an exploratory design; it uses quantitative data as supporting data for qualitative data to find out the librarian work stress and the causing factors of librarian work stress at Universitas Hasanuddin Makassar.¹⁷

DISCUSSION

Description of work stress of the librarians at the Universitas Hasanuddin Makassar Library

The researchers will present the study results when conducting the study at the Universitas Hasanuddin Makassar library. The results obtained through interviews with informants at the Universitas Hasanuddin Makassar library are presented in the form of tables and diagrams. The informants of this study were the people who agreed and were willing to be interviewed about the work stress that they experienced in the work environment.

a. Informant Data

The researchers obtain the informant data in the field. The informant endeavors to provide information related to work stress that occurs within Universitas Hasanuddin Makassar. Further details of the informants' backgrounds can be seen in the following table.

Table 1. Informant Data

No	Name	Age	Gender	Job/Field	Work Period
1	T	46 years old	Woman	Librarian/ procurement and processing	17 years old
2	A	39 years old	Woman	Faculty librarian	6 years old
3	WA	37 years old	Woman	Librarian / public relations	15 years old
4	SI	42 years old	Woman	Librarian / Administration	16 years old

¹⁶ John W. Creswell and Vicki L. Plano Clark, *Designing and Conducting Mixed Methods Research*, (USA: Sage Publication, 2007), p. 5.

¹⁷ Sudaryono, *Metodologi Penelitian: Kuantitatif, Kualitatif, Dan Mix Method*, 2nd edn (Depok: Rajawali Pers, 2019), p. 94.

5	A	55 years old	Man	Faculty librarian	26 years old
6	AA	42 years old	Man	Faculty librarian	18 years old
7	M	47 years old	Woman	Faculty librarian	18 years old
8	AMM	51 years old	Woman	Librarian /Human resources	23 years old
9	I	49 years old	Man	Faculty librarian	21 years old
10	J	59 years old	Man	Librarian /service	33 years old
11	R	50 years old	Woman	Librarian/ procurement and processing	20 years old
12	R	50 years old	Woman	Librarian/ procurement and processing	20 years old
13	ANA	46 years old	Man	Librarian / public relations	21 years old

There are two informants aged less than forty years old, and then there are eight informants aged between forty-one and fifty years old and three informants aged above fifty years old. Based on the age data of the informants, the majority are forty to fifty years old. It can be said that librarians in the Universitas Hasanuddin Makassar library are of productive age, which refers to:

“The number of dependents reveals the ratio between the population of unproductive age (under fifteen years old and sixty-five years old and above) and productive age (fifteen to sixty-four years old) multiplied by 100”.¹⁸

b. Informant Work Unit

Researchers conducted a study on each section or work unit. There are several divisions who were willing to become informants; six informants are the librarians from different faculties, two informants from the collection procurement and processing unit, one person from the public relations and scientific publications unit, one person from the information technology unit, one person from the human resource development unit, one person from the administration unit, and one person from the service unit.

It is in accordance with the main function of the librarian staff and to fulfill the human resources in the library so that it can run in accordance with the purpose of a library in an institution: providing good services and supporting the three pillars of higher education. The distribution of librarians or staff is carried out with the aim of equally distributing the workload in each work unit within the Universitas Hasanuddin Makassar library. This attempt is done with the hope of fostering and building a sense of equity among workers in terms of job division.

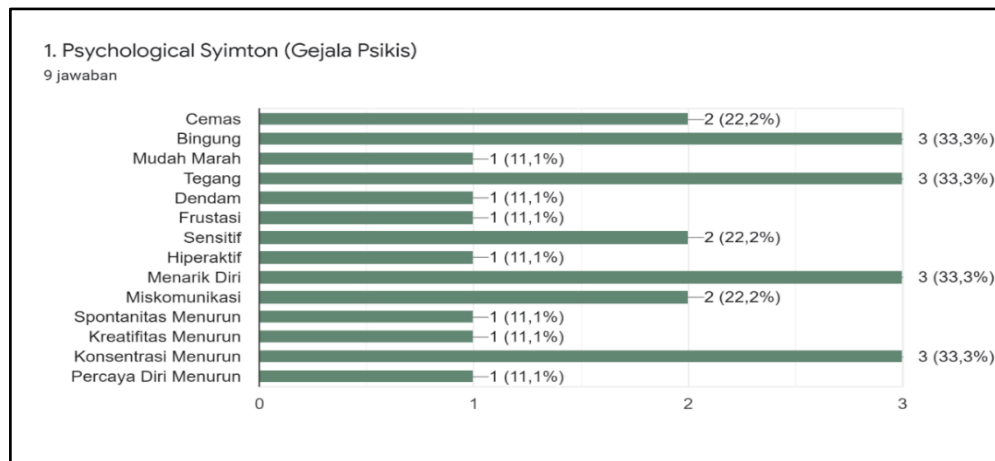
Periodically, the position of librarian is rotated; the staff from one work unit moves to another unit. One of the purposes of this policy is to minimize or avoid employee burnout. Informant data can be seen in the following table.

¹⁸ Badan Pusat Statistik, *Usia Produktif Berdasarkan Rentan Usia*, (Jakarta: BPS-Statistics Indonesia,2022) Akses 16 Juni 2022. <https://www.bps.go.id/istilah/index.html>.

Table 3. Informant Work Unit

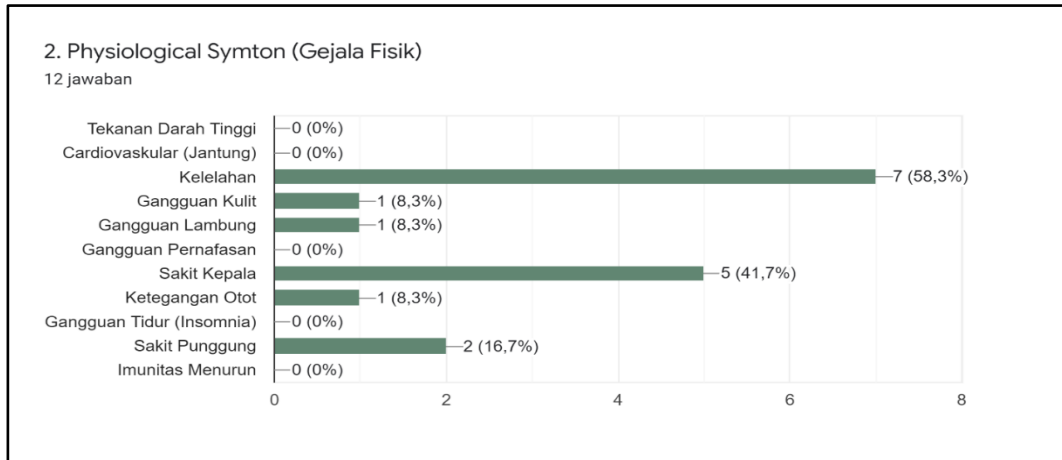
Division/Work Unit	Informant (N=13)
Library/ Faculty Reading Room	6
Public Relation and Scientific Publications	1
Human Resources Development	1
Administration	1
Information Technology	1
Procurement and Processing	2
Services	1

c. Psychological Symptom



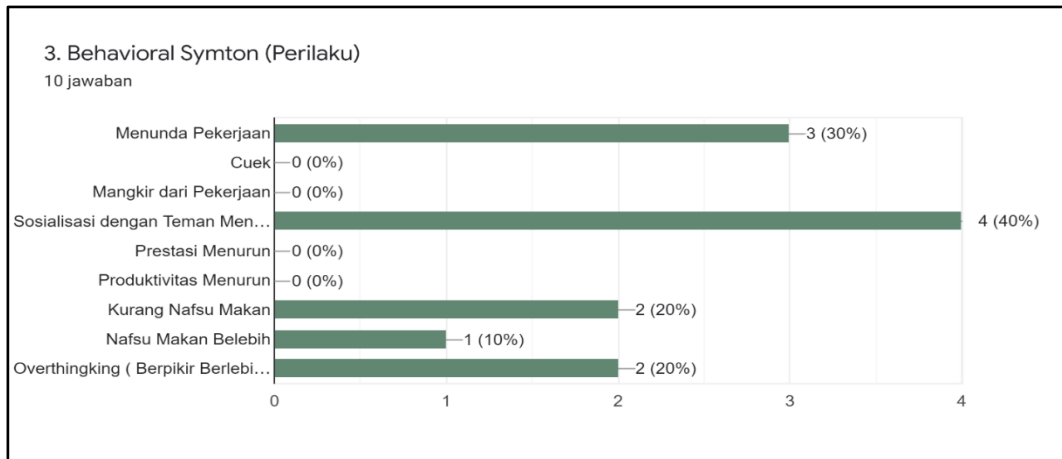
The data above was obtained from the informants. It shows that there are nine people out of thirteen informants who experience psychological symptoms; namely, two informants said that they often feel anxious, sensitive, and have miscommunicated. There are three informants who complain that they often experience confusion, tenseness, solitaryness, and decreased concentration. Then, there is one informant who complained of irritability, feeling tense, and feelings of resentment, often frustrated, hyperactive, decreased spontaneity, creativity, and self-confidence. The data shows that the psychological symptoms that often arise or are felt by librarians at Universitas Hasanuddin Makassar are confusion, tension, solitaryness, and decreased concentration at work.

d. Physiological Symptom



The data above was obtained from the informants. It shows that there are twelve people out of thirteen informants who experienced physical symptoms of work stress. Most of the informants at Universitas Hasanuddin Makassar said that they felt tired. It shows that the physical symptom frequently experienced by librarians at Universitas Hasanuddin Makassar were fatigue and headaches, which were in second place as the most frequent complaints, and then a small number of informants said that they experienced back pain, muscle tension, gastric disorders, and skin disease. Thus, it can be concluded that the librarians mostly experienced fatigue and headaches in their work.

e. Behavioral Symptom



The data above shows that out of the thirteen informants interviewed, there are ten informants who stated that they had experienced changes in behavior when working at Universitas Hasanuddin Makassar. There are changes in behavior that many librarians experience while working at Universitas Hasanuddin Makassar, such as a lack of socializing with friends; the librarians often postpone their work; and there are also informants who experience a decrease in appetite, excessive appetite, overthinking, or excessive thinking behavior among the librarians. So, it can be concluded that the librarians who experienced the most changes in behavior were

seen to have a decreased level of socialization with their friends and also tend to postpone their work.

Based on the study results, it was found that the work stress level of librarians working in libraries is in this category; nine out of thirteen informants showed that they are experiencing psychological symptoms. The symptoms that appeared the most were confusion, tension, solitude, and decreased concentration. Twelve out of thirteen informants said that they experienced physiological symptoms. The symptoms experienced the most were fatigue and headaches. Then, ten out of thirteen informants said that they experienced changes in behavior at work (behavioral symptoms). The changes in behavior are socialization decreases with friends and postponement of work. Thus, librarians need to pay attention to the level of stress conditions when working in libraries because moderate levels of work stress can have the potential to trigger bad impacts for librarians themselves from the psychological, physical, and behavioral aspects of the work environment.

The factors causing work stress at the Universitas Hasanuddin Makassar library

The results of interviews conducted with thirteen informants in the Universitas Hasanuddin Makassar library show that there are various factors that trigger stress in the work environment. These factors sometimes cause informants to experience physical and psychological symptoms and cause the informants to experience changes in behavior.

The researchers' observations show that there are several deficient places and monotonous work that can be a source of stressors and trigger work stress. If left unchecked, it can have a negative impact on both librarians and the library itself.

a. Work Overload

The interview results of thirteen informants in the Universitas Hasanuddin Makassar library assert that they had their respective views regarding the workload in the Universitas Hasanuddin Makassar library. A librarian in the public relations and scientific publications section considered that the workload in the Universitas Hasanuddin Makassar library is still within normal limits.

Based on the interview results of the thirteen informants above, the workload of the Universitas Hasanuddin Makassar library cannot be judged as light or heavy because every work unit has its own challenges and obstacles. However, librarians stated that the workload at the Universitas Hasanuddin Makassar library was still at a normal level and could be carried out without excessive burden. However, it is quite different in certain sections. Most librarians in the faculty library feel that they have an excessive workload because the library is managed by a solo librarian.

The observation results helped the researchers find out that there were some librarians who experienced problems with work overload in some faculty libraries. It happened because there is only one librarian to manage the library, so he would carry out all tasks, such as providing circulation services, reference services, free services, processing library materials, and also additional tasks given by the leaders related to faculty. It makes the faculty librarians multi-role librarians.

b. The Unfairness of Leadership

The leader's attitude in the work environment has a great influence on the employee; the leader's attitude can be positive or negative energy for them, so the leader's behavior plays an important role in the continuity of work in an agency. It also includes the libraries, especially the Universitas Hasanuddin Makassar library. The role of the leader in creating a working environment in good condition is very essential. The interview results from thirteen informants show that the leadership of Universitas Hasanuddin Makassar is fair because the majority of informants, namely eleven informants, said that the leader has a fair nature.

Based on the interview results, the researchers find that librarians predominantly considered that the leaders in agencies or units had a fair nature. Out of the thirteen informants interviewed, there were six who considered the leadership's attitude to be fair; then there were those who did not give any comment regarding the leadership's attitude, and three informants stated that the leadership's attitude at Universitas Hasanuddin Makassar is unfair. The interview results regarding the leadership unfairness lead us to conclude that the leadership at Universitas Hasanuddin Makassar has a fair nature, apart from the fact that there are some of the leaders in certain units who have an unfair nature.

c. Inadequate Work Equipment

Work equipment plays an essential role in supporting the work process of an individual; complete and supportive work equipment can affect the employee's productivity. Physical conditions of the work environment, such as inadequate or damaged equipment, narrow work spaces, inadequate lighting, poor ventilation, and noise, are factors that can trigger work stress for librarians.¹⁹ The results of the interview indicate that out of thirteen informants at Universitas Hasanuddin Makassar, there are ten informants who stated that the work equipment at Universitas Hasanuddin Makassar is supportive and adequate for the work process.

The interview results of thirteen informants at Universitas Hasanuddin Makassar denote that adequate work equipment has a big influence on the maximum utilization of libraries to support establishing the maximum service for visitors. Adequate work equipment can influence librarian psychology. It can affect the productivity and behavior of librarians. So it can be concluded that more librarians at Universitas Hasanuddin Makassar are satisfied with the work equipment in their working unit. However, there are also those who experience problems related to the inadequate availability of work equipment. It cannot be separated from the policy of the leadership in carrying out library development.

d. The conflict emerges in the work environment

Relationships in the work environment are necessary for creating a comfortable work atmosphere. This kind of relationship is related to co-worker relationships with other co-workers, family, and leaders in the library. The results of the interview with

¹⁹ Bunge, Charles A. "Stress and Burnout in the Library Workplace". (Library Trends, 1989), 38 (1) p. 92-102

thirteen informants show that several things happened at Universitas Hasanuddin Makassar related to conflicts that occurred in the work environment.

Based on the interview results of the thirteen informants, it can be concluded that the relationship between individuals, co-workers, and leaders has conflict. There are six informants who indicated that there was conflict with themselves, their co-workers, and several policies of their agency leaders. Nevertheless, seven informants said that they did not feel that they had experienced any conflict. But it cannot be denied that there could be a relationship conflict outside the library; it might be with colleagues in other divisions. The next factor inclined to explain is that some librarians tend to be more individualistic because they have their own work space; the interactions between employees only occur in the work space, so the librarians' interpersonal relationships are lacking. The results of the analysis also show that interpersonal relationships between the leader and co-workers are quite low because the heavy duty of librarians inhibits their ability to build interpersonal relationships in the work environment, especially for those who work alone in the library (solo librarian).

e. Low appreciation for employees' work

Inappropriate amounts of income to meet the demands and results of work can be a trigger for work stress in librarians. Likewise, give appreciation for the employees' work. If there is a lack of work appreciation, it can trigger work stress. From the results of interviews with thirteen informants, it is found that there are several informants who thought there was a lack of appreciation for their work.

Based on the results of observations, it shows that there are librarians who are not getting enough attention; new leaders will pay attention to the library when an institution's accreditation schedule is implemented. It happened because the institution will get a large contribution from the library if it is able to provide maximum performance. However, if there are no things related to libraries, leaders will pay less attention to the library.

f. The problem occurs in the family surroundings

Family problems can affect a person's work; family relations can trigger stress so that when there are problems in the family surroundings, a worker can experience changes in behavior and experience obstacles in the process of completing the assignment. The results of the interview with thirteen informants show that problems in the family surroundings had an impact on work.

The interview results of thirteen informants generate the conclusion that there are two informants out of thirteen who feel that problems occurring in the family surroundings can trigger changes in behavior at work and become a stress factor. Meanwhile, eleven informants said that problems in the family surroundings did not have any impact or become a source of work stress. They say that work must be done professionally without involving personal problems. However, family problems can have an influence on the work environment.

It shows that librarians must be able to act professionally in carrying out their duties and responsibilities in the library so that the library at Universitas Hasanuddin Makassar can run well and does not involve personal problems in work matters.

The results of the study show that the stressor factors in the Universitas Hasanuddin Makassar library are excessive workload given to the librarians, unfair leadership in determining policies, inadequate work equipment, conflict in the work environment, low appreciation for work, and problems in the family surroundings,

Based on the explanation above, it can be said that if the work stress in institutions, especially the library of Universitas Hasanuddin Makassar, cannot be managed and dealt with properly, it will lead to a severe work stress called burnout. Burnout is a form of work stress that has a long period and is described as a syndrome of severe emotional exhaustion, decreased personal performance, and the occurrence of depersonalization.²⁰

The study results show that there are several factors found to be stressors at Universitas Hasanuddin Makassar. Although only a few employees experience work stress, employees should alert themselves so that it does not have a bad impact on psychological and physical health and also does not cause a rapid decline in the performance of librarians, because the high stress level of the librarians' means that their productivity and performance slowly decrease. Thus, it is necessary to maintain stress management within individuals and institutional organizations by optimizing all resources, support, and work welfare effectively.

Based on the observations, the researchers find several cases, such as excessive workload given to the librarians, a less conducive work atmosphere, a lack of attention from leaders regarding library development, a lack of work appreciation, and stiff work relationships. However, not all librarians and visitors at Universitas Hasanuddin Makassar experience this situation.

CONCLUSIONS AND IMPLICATION

Conclusions

The conclusions of this study, combined with the theories regarding the work stress of librarians at Universitas Hasanuddin Makassar, are:

- a. The description of librarian work stress at Universitas Hasanuddin Makassar has three symptoms, namely: a. the most dominant psychological symptoms such as experiencing confusion, tension, solitariness, and decreased concentration; b. the most common physiological symptoms such as fatigue and headaches; and c. the visible symptoms of behavior (behavioral symptoms) are decreased socialization with friends and procrastination of work.
- b. The factors causing work stress for the librarians at Universitas Hasanuddin Makassar are: work overload, unfair leadership, inadequate work equipment, conflict in the work environment, low work appreciation, and problems in the family surroundings.

Implications

Based on the conclusions above, the following research implications can be stated:

²⁰ Maslach, C. 1993. Burnout: A multidimensional perspective. In W Schaufeli, C. Maslach, & T. Marek (Eds.), Professional burnout: Recent Developments in theory and research. (pp. 19-32). Washington: Taylor & Francis.

- a. The importance of maintaining human resources in the library in order to create a healthy work environment means that librarians must be able to maintain their mental and physical health so that in the work process, they can provide excellent service and can avoid or minimize work stress at Universitas Hasanuddin Makassar.
- b. Stress management needs to be done in order to minimize the factors of work stress that can affect librarians, their work, and their work environment. It is expected that implementing stress management can create a healthy work environment in the library at Universitas Hasanuddin Makassar.

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Undang-Undang Republik Indonesia Nomor 43 Tahun 2007 Tentang Perpustakaan