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**A STUDY ON WORK-LIFE BALANCE, TECHNOSTRESS CREATORS AND
PSYCHOLOGICAL WELL-BEING OF LIBRARIANS**

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ABSTRACT

This study aimed to determine the effect of work-life balance and technostress creators on the psychological well-being of librarians in the Province of South Cotabato. This study used a non-experimental quantitative research design using descriptive correlational analysis. The questionnaires utilized in the research were adjusted to the goals of the investigation. The researcher polled a total of 83 librarians who were chosen through stratified sampling. The statistical techniques used to analyze and interpret the data are mean and Pearson's r. The researcher used google forms, an online survey tool, to gather the relevant data. The findings revealed that work-life balance, technostress creators, and psychological well-being were all moderately high among librarians. Findings revealed no significant relationship between technostress creators and psychological well-being and work-life balance and psychological well-being. Implications of the results are presented.

Keywords: *library and information science, work-life balance, technostress creators, psychological well-being, Philippines*

INTRODUCTION

Psychological well-being is currently the leading cause of absence in the workplace. Every year, many employees are affected by the symptoms of poor psychological well-being in their workplace (Steven, 2019). Therefore, Mind Share Partners (2021) studied employees' psychological well-being and mental health in the United States of America in collaboration with Qualtrics and ServiceNow. As per the research, 76% of employees reported experiencing symptoms of low psychological well-being throughout their jobs, including burnout, depression, and anxiety. Additionally, 84% of employees stated that workplace factors such as psychological strain affected their psychological well-being. Psychological strain is the primary type of stress induced by stressors that contribute to substandard performance, work-family conflicts, poor social interactions, health problems, and an inefficient organization (Suleman et al., 2018). Waters (2021) listed the direct consequences of low psychological well-being on employers and organizations, including loss of attention, diminished physical capability, poor communication and decision-making, increased absenteeism, burnout, and a negative influence on production. It will also harm employee morale and the employee's work-life balance.

Human capital, on the other hand, is the primary organizational capital. Thus, one of the characteristics of a healthy organization is its employees' psychological and physical well-being (Anaraki & Saradari, 2017). According to Kundi et al. (2020), psychological well-being contributes to beneficial organizational outcomes such as higher performance and productivity, customer satisfaction, staff engagement, and organizational citizenship behavior. According to George (1991), persons with higher levels of psychological well-being also exhibit improved performance at work, greater cooperation, more meaningful relationships, stronger immune systems, fewer sleep problems, less burnout, and better self-control, self-regulation, and coping skills (Kun & Gadanez, 2019). Due to the high level of engagement between librarians and the user community, the empowerment of librarians can play a significant role in a variety of dimensions in the library context (Anaraki & Saradari, 2017). This means that healthy psychological well-being and a stress-free work environment can benefit libraries and institutions by lowering employee turnover, increasing productivity and efficiency, and improving service offerings and retention. In addition, every organization or institution's responsibility is to provide a conducive working environment and health and safety precautions to avoid technostress creators, which leads to work-life imbalance and poor psychological well-being.

Additionally, empirical research has established that a healthy work-life balance and psychological well-being are critical components of the general stability of any organization or institution, including libraries. Implementing a new technology system increases job efficiency in many organizations but affects staff morale. Respectively, on the study of Ragu-Nathan et al. (2008, as cited by Hang et al., 2022) employees may endure system crashes, data transfer issues, and inadequate technical support due to newly introduced technology, resulting in dissatisfaction and technostress creators. This means that those who generate technostress creators have a detrimental effect on employees' psychological well-being. On the other side, technostress creators have an adverse effect on Work-Life Balance. When an organization places a high level of pressure and technostress creators on employees and managers, they should expect them to work faster and more effectively. This might result in an unhealthy work-

life balance, impaired performance, increased turnover, and a low level of psychological well-being.

Furthermore, maintaining a healthy balance between work and personal life benefits psychological well-being. The inability to maintain a healthy work-life balance will result in low psychological well-being for the individual. Failure to attain the necessary balance has a negative impact on mental health and can lead to burnout, depression, and family conflict (Yang, 2018). In contrast, the researcher has not come across a study that evaluates the relationship between work-life balance, technostress creators, and the psychological well-being of librarians, specifically in the Province of South Cotabato, despite the large number of studies that correlate these variables. With that in mind, the researcher believes it is important to carry out a study that focuses on the variables that can encourage low levels of technostress creation, high levels of psychological well-being, and a balance between librarians' professional and personal lives. Over this, the current research intends to analyze and examine how work-life balance and technostress creators, can directly affect the psychological well-being of librarians in South Cotabato.

This quantitative study examines work-life balance and technostress creators and their effect on psychological well-being. As a result, this section discusses the diverse literature and associated studies that describe the relationship and correlation between the model's variables. The researcher gathered information from various sources, including books, published and unpublished journals, newspapers, magazines, and electronic references, all of which might support the researcher's conduct and findings.

The use of technology in a rapidly evolving world continues to grow and shape how communication, engagement, learning, and work are conducted (Vizcaino et al., 2020). Practically all industries and professions now use technologies extensively, and the proliferation of these innovations has had a big impact on workplace communication, institutional arrangements, and the condition of employment. As a result, it is nearly impossible to avoid such changes impacting individual workers which would cause stress (Dragano & Lunau, 2020). Too much reliance on technology to execute work has negative consequences, particularly for employees' health and well-being. The stress arising from the use of technology is called technostress creators (Hang et al., 2022). In 1984, the American psychotherapist Craig Brod created "technostress creators" to describe the problem. Technostress creators, as defined, are a contemporary illness of adaptation brought on by a failure to adapt to new computing technologies healthily. For starters, it was related to the automation of the workplace.

Furthermore, according to Brod (1984, as referenced by Concha et al., 2021), difficulties arising from employees' usage of information and communications technology (ICT) arose later. The causes of technostress creators can be divided into five groups: technological overload, technological invasion, technological complexity, technological insecurity, and technological uncertainty. Technology overload, which focuses on how the respondents' use of technology has made them work harder or quicker, altered their work routines, or increased their workload; Techno-complexity is focused on how users perceive the complexity of the technology utilized and whether they believe their abilities are sufficient or not; Techno-invasion is involved with how the technology used at work has intruded into employees' personal lives. Furthermore, Techno-uncertainty evaluates the respondents' agreement that the technology utilized in their employment is always changing; Techno-insecurity asks

respondents if they think that the technology employed is threatening their job security (Hassan et al., 2019).

On the other side, utilizing a computer or working in an environment requiring people to use information technology to do any daily activity has caused people to experience stress. According to Srivastava et al. (2015, as cited by Kassim et al., 2021), the presence and intensity of the technostress creators contribute to the formation of technostress, which may be observed in any workplace that employs computers. Technology can have negative effects that can negatively impact employees' psychological well-being, professional outcomes, and work-life balance, according to research by Loannou et al. (2022) on the association between technostress creators and psychological well-being. According to Curbano's (2019) research, technostress creators are becoming a severe organizational issue, weighing the above remark. As a result, the effect of technostress creators at the workplace expresses itself in the psychological and physical aspects of the employees' lives.

Furthermore, the psychological well-being of employees is correlated with the creation of technostress. According to Gragano et al. (2020), work-life balance is defined as the understanding that one's job and non-work activities are compatible with one's present life goals and that one's system of life values, priorities, and expectations is capable of handling them. The ideal work-life balance is achieved when an employer can design work schedules that incorporate leisure activities for their workers. Maintaining a healthy work-life balance, on the other hand, can assist in minimizing stress and, as a result, prevent burnout at the workplace. Furthermore, prior research has demonstrated that the job demands imposed by technology at the workplace would negatively impact employees' psychological well-being. The report also reveals that employees may suffer from technostress creators due to their incapacity to efficiently manage their work using the most up-to-date technological advances (Lutz et al., 2020).

A healthy and productive workplace requires that psychological needs are met consistently. Workers' psychological well-being at work can be predicted when their professional and personal lives are not balanced due to stress and bullying at employment. When employees are mistreated or stressed at work, it has a detrimental impact on their level of involvement, leaving them with psychological needs for autonomy and competence (Fotiadis, 2019). Several academics concur that work-life balance is crucial since it is connected to well-being and a person's overall feeling of harmony in life, denoting a balance between roles in the home and at work (Direnzo et al., 2015), which is mentioned by (Rahim et al., 2020).

In addition, a psychologically sound individual performs well in all other aspects of life, including at work. Employees in good psychological health have better memory, motivation, self-efficacy, and more positive judgments (Singh & Koradia, 2017). According to the study conducted by Prasad and Sreenivas (2020), work-life balance impacts psychological well-being. It is determined that there is a tremendous need for diverse Work-life management techniques at an institution that can help minimize the impact of decreased psychological well-being on the institution's employees. Additionally, employees must learn the art of combining their personal and professional lives, thereby increasing their work-life balance and psychological well-being.

In contrast to the preceding statement, based on the study conducted by Balazova and Bilancikova (2020) discovered that work-life balance might not be a significant factor in determining psychological well-being, particularly those who possess a strong work ethic or are highly dedicated to their job. Similarly, Asik-Dizdar et al. (2020) found no significant association between work-life balance and the psychological well-being of Turkish nurses because their work demands and resources may be more critical in predicting their mental well-being than work-life balance. Nurses may prioritize their patients' needs over their own, feeling a sense of responsibility towards them, even during their off-duty hours. As a result, the notion of work-life balance may not be as important for them.

Perhaps to provide a theory-driven approach and explanation for the present study's significance and validity, the following anchored and supported theories are cited in this study: Stevan Hobfoll's Conservation of Resource Theory (COR), Arnold Bakker and Evangelia Demerouti's Job Demand-Resources Model and the Role Stress Theory.

Accordingly, this research is anchored on the conservation of resources (COR) theory, which studies and describes the nature of stress and the implications that may result from it (Hobfoll & Ford, 2007). Stevan Hobfoll presented stress as a concept in 1989 as an extension of the literature on stress as a construct. Furthermore, the Conservation of Resources (COR) hypothesis provides a framework for understanding responses to stress. It proposes that stress is caused by situations in which valuable resources are threatened or lost rather than by other factors. Additionally, the desire to preserve, conserve, and get these highly valued resources drives human behavior in the face of adversity. Thus, in COR theory, a loss is more prominent than a gain, and failure is a cause of further loss and failure. Much empirical evidence supports the hypothesis, and it is particularly useful in understanding the links between stress and physical as well as psychological well-being (Holmgreen et al., 2017)

In this study, the theory of conservation of resources claims that as employees seek to complete their work tasks, they are confronted by technostress creators, which are described as follows: Employees spend personal resources that they value to meet all of these needs and reduce their ability to handle conflicting demands as a result, they may find it challenging to maintain a healthy balance between their work and personal life. Employees who believe that their resources are being jeopardized or are not being appropriately replenished may develop technostress creators, impairing their function. When employees are subjected to technostress creators, they perceive this as a danger to their resources. As a result, they spend more time and effort attempting to save their present resources rather than to perform their job duties (Hobfoll, 2001).

More importantly, according to COR theory, psychological well-being is a resource that falls under the category of "personal characteristics" and is defined as the overall efficacy of an individual's psychological and social functioning. According to COR theory, stress will manifest itself in response to a threat of resource loss, an actual resource loss, or a failure to achieve an expected gain in resources, among other things. Healthy psychological well-being is one of the resources that could be lost due to this event (Wright & Hobfoll, 2004). The COR theory, in addition, provides a strong foundation that argues that individuals should make use of and retain their resources. The term "resources" refers to obtaining the goods, situations, or energies, as well as personal attributes that an individual hold in high regard. When a person

perceives a prospective loss of resources, when an expected resource gain does not materialize, or when there is an actual loss of resources, they are more likely to experience stress. It is explained by the COR theory that depleted resources result in negative consequences such as poor work-life balance (Pradhan, 2016).

Moreover, this study is supported by the job demands-resources (JD-R) model. The Job Demands-Resources (JD-R) model is one of the most commonly quoted models when discussing how technostress creators affect work-life balance and psychological well-being. Following the idea, health impairment and motivational processes consider two distinct working situations as the primary determinants of the methods: demands and available resources. According to this perspective, technostress creators might be regarded as specialized employment requirements. Job demands are the physiological, mental, interpersonal, and organizational aspects of a job that call for consistent physical and mental effort or ability (Bakker & Demerouti, 2007). Additional benefits include reduced absenteeism, increased productivity, and the ability to reap the benefits of linked economic gains when stress-free employees have a healthy well-being. It is possible to explain this occurrence by applying the Job Demands-Resources model, which provides a clear conceptual lens to evaluate it.

Furthermore, another concept, the role stress theory, lends support to the findings of this study. According to the notion of role stress, the experience of role stress would result in an unsatisfactory state of being. Role stress theory is predicated on the concept that high demand causes stress and that the stress caused by demand from numerous positions leads to increased stress with each demanding role one holds Kahn et al. (1964, as referenced by Dodanwala et al., 2021). Furthermore, according to the idea of role stress, the experience of ambiguity and conflict inside the same function is referred to as intra-role conflict. Personal inter-role conflict is a term used to describe the experience of ambiguity and conflict between several roles. Due to competing time commitments, a lack of motivation, or contradictory behaviors between positions brought on by playing multiple roles at once, the person will find it more challenging to perform each position well. As a result, individuals experience tension, strain, and stress due to various roles competing for limited resources. As a result, when stress occurs, and both work and personal life are negatively impacted, the psychological well-being of employees is also negatively influenced (Greenhaus & Beutell, 1985).

The principles mentioned above, and interconnected constructs, academic works, and theories obtained from various sources are relevant to this study because they support its findings and have become the anchored lens to understand the current study's findings. Each of the theories introduced in this study lends credence to the present investigation. The researcher uses the Conservation of Resource Theory in this study because its ideas and concepts help explain the necessity of having a stress-free workplace, a balanced work-life balance, and healthy psychological well-being. People have finite resources, and when they are under stress, they may find that their resources are insufficient, which can have a negative impact on the organization as a whole. Furthermore, the three remaining theories, namely: Job Demand-Resources Model, state that when job demands are high, and job resources are low, psychological well-being will be affected in some way, such as stress and burnout increasing; In line with the role stress theory, a stress-free workplace and good psychological well-being can be achieved by controlling the boundaries between personal and professional lives through

processes of fragmenting and integrating that could maintain an appropriate equilibrium between one's professional and personal life.

The study's conceptual framework, shown in Figure 1, presents the study's variables. It is composed of two independent variables (Work-life Balance and Technostress Creators), and one dependent variable (Psychological Well-Being).

The study's first independent variable is work-life balance, and it is divided into three categories: work/personal life balance enhancement, work/personal life interference, and personal life interference. Work-life balance means the ideal condition in which an employee can divide their time, energy, or attention between work and other vital elements of their life (Heathfield, 2021). Work Interference with Personal Life (WIPL) measures how one's professional life can interfere with one's personal life, respectively. This component demonstrates the presence of interfering factors between job and personal life. Personal Life Interference Work (PLIW) is a type of work that indicates how personal life interferes with one's performance at work. In other words, one's personal life impacts or interferes with one's professional life. Finally, the work-personal life enhancement (WPLE) study demonstrates that work and personal life positively impact the two areas (Maszura & Novliadi, 2020).

Technostress creators are the second independent variable as well. Technostress factors include technological overload, technological invasion, technological complexity, technological insecurity, and technological unpredictability. The term "techno-overload" refers to how technology pushes people to work harder and faster. When people feel the need to be continually connected to technology, regardless of where they are or what time it is, they are said to be experiencing techno-invasion. When complicated technologies cause people to invest resources to learn and comprehend how to use new applications and update their abilities, this is referred to as techno-complexity. In this context, technological insecurity relates to situations in which people feel anxious about their professions while working with those they believe are more equipped with new tools and technology. Additionally, Tarafdar (2011, as referenced by Califf et al., 2020) define the term techno-uncertainty which refers to the feeling of uncertainty and unease that technology users experience since technology is constantly evolving and needs to be upgraded due to the short life cycles of computer systems.

Moreover, psychological well-being as the dependent variable has been defined as the total functioning of feelings (Morin, 2022). Related to this, Ryff (2022), psychological well-being is comprised of six dimensions: self-acceptance, autonomy, environmental mastery, personal growth, and positive relationships. When someone feels independent and confident in their thoughts and choices, they are experiencing autonomy. Individuals who have ecological skills and can handle the complicated aspects of work and home logistics with order and integrate new, positive changes into their present routines are considered environmental masters. Personal development refers to persons who have a sense of continual learning and advancement of their own and external knowledge and believe in personal development. Persons who embody this dimension have trust in others, deep relationships with others that fulfill them, are empathic and concerned about their well-being, and are willing to make personal sacrifices to maintain positive external relationships. People who have a clear sense of purpose have specific life goals and actionable objectives that give them a feeling of the direction of their purpose in life. Self-accepting people keep an optimistic view of their present

and past selves, acknowledging and accepting their positive and negative personality qualities and strengths and weaknesses (Gombas, 2019).

While there is literature that covers the relationship in either of the two variables: technostress creators, psychological well-being, and work-life balance, however, the relationship among the three variables remains ambiguous, and it appears that literature is scarce on the subject. On the other hand, this research provides new empirical and theoretical insights into the nature of this link. As a result, the researcher decides to undertake this study because there is a gap in the existing research. There is currently a lack of data and research that examines and explains how work-life balance and technostress creators affect psychological well-being. Work-life balance and technostress creators in the library context and librarians' psychological well-being are all topics that have received little research attention. Moreover, the researcher was intrigued by the direct effects of work-life balance and technostress creators on the psychological well-being of librarians in the Province of South Cotabato, both of which are important to their professional development.

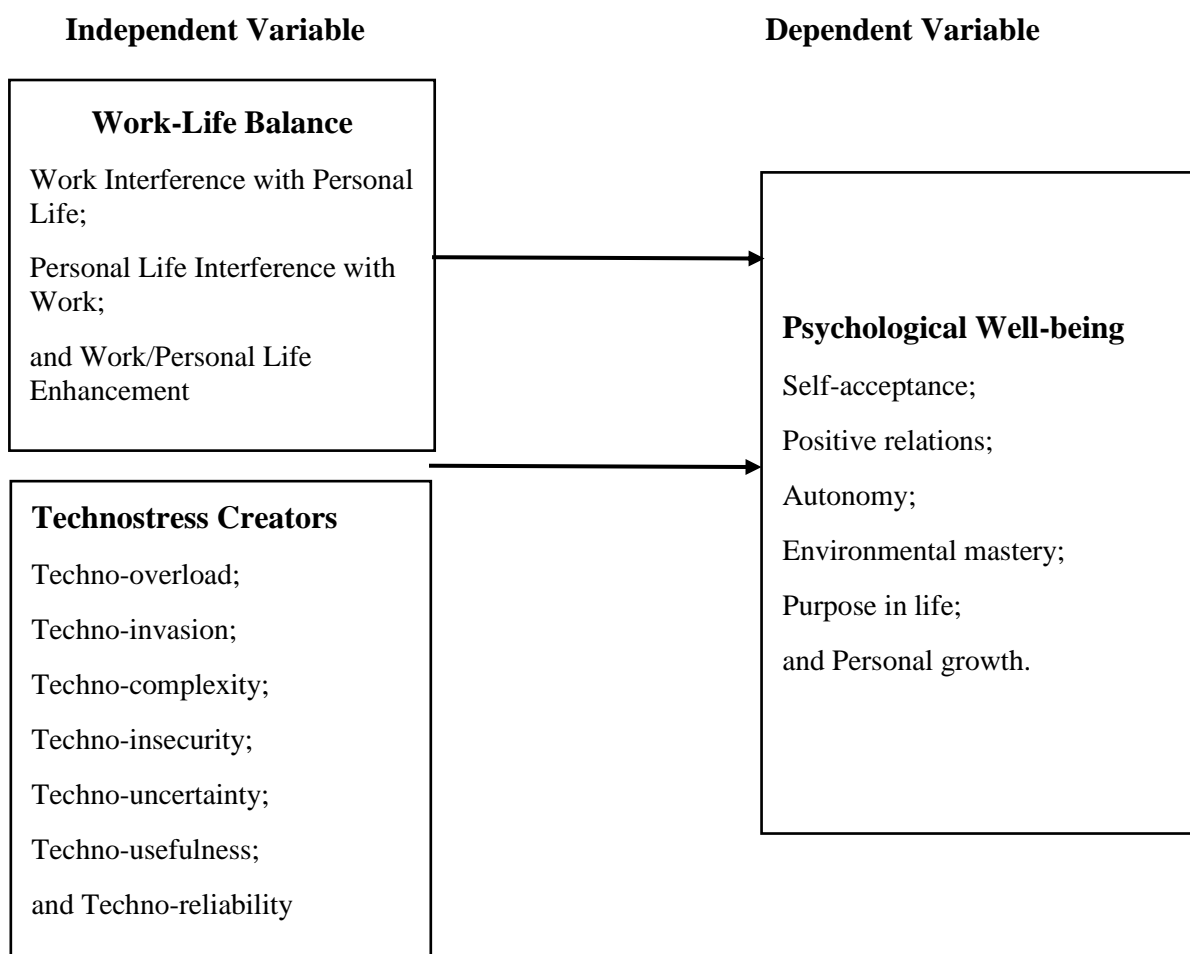


Fig 1. Conceptual Paradigm of the Study

Respectively, this study aimed to determine the relationship between work-life balance and technostress creators on the psychological well-being of librarians. Specifically, the study sought to realize these objectives. First, to describe the level of work-life balance: work

interference with personal life, personal life interference with work, and work/personal life enhancement. Second, to ascertain the level of technostress creators: techno-overload; techno-usefulness; techno-invasion; techno-reliability; techno-complexity; techno-insecurity; and techno-uncertainty. Third, to determine the level of psychological well-being: self-acceptance; positive relationship with others; autonomy; environmental control; purpose in life; and personal development. Lastly, to determine the significant relationship between technostress creators and psychological well-being; and work-life balance and psychological well-being of librarians in South Cotabato Province.

Moreover, to provide a link to the underlying theory, specific research questions, and evidence to prove the validity of the research, the following statements are the hypotheses of the study. There is no evidence of a correlation between the librarians' work-life balance and psychological well-being; and technostress creators and the psychological well-being of librarians.

Individuals, society, the country, and humanity are all affected by every research study. This has resulted in the goal of this research to conceptualize and comprehend the effect of work-life balance and technostress creators on the psychological well-being of librarians. The significance of this study could be emphasized, and it is expected to have far-reaching implications for librarians not only in the Province of South Cotabato but also in the whole world. The results of this study could add to the growing body of literature on librarianship that focuses on work-life balance, technostress creators, and psychological well-being. On the societal value of the research, it can assist employers and employees in various professions in achieving work-life balance and maintaining positive psychological well-being, which leads to a favorable work environment and is required to boost productivity in the organization. Moreover, a stress-free workplace promotes good relationships and well-being and increases dedication and motivation to do well.

Most importantly, the findings of this study can be used by administrators and top management to establish specialized programs and strategies to reduce technostress creators. In addition, promoting healthy psychological well-being, helping employees balance work and personal life, improving management styles, increasing organizational productivity, avoiding high turnover rates, and reducing job burnout are all critical goals. Furthermore, this study may provide a platform for librarians to have their opinions heard by management, allowing them to develop programs and policies that will help prevent technostress creators, low levels of work-life balance, and poor psychological well-being among their colleagues. Moreover, future researchers in other dimensions or extensions of this context will use this work as secondary data in their research studies.

METHOD

The methods and techniques utilized to collect the study's data are described in this section. It describes the study participants, materials and instruments, and the design and procedure employed in this study.

Research Respondents

A population in statistics refers to any individual who belongs to a specified category that a researcher is interested in. The population of interest in this study was made up of

librarians who are now employed by a variety of libraries in the Province of South Cotabato, including academic, public, school, and special libraries. The total number of registered librarians in South Cotabato Province employed in various types of libraries consists of 105 total populations. Moreover, to determine the sample size of the study, the researcher utilized Slovin's Formula to get the number of respondents. Using the Slovin's formula, the total sample size for this study is 83 respondents.

Furthermore, questionnaires were distributed to the participants and employed a stratified sampling technique. To verify that the results obtained from the sample are comparable to those that would have been obtained if the entire population had been assessed, the total responder population was then computed using a stratified sampling technique. Additionally, utilizing the stratified sampling technique enables the target population to obtain a sample population that best represents the entire population (Reeger & Aloe, 2019). Using a stratified sampling technique, there were sufficient participants in the population to address the issue appropriately. Thus, inclusion criteria were used to choose the South Cotabato Province librarians who would participate in the study; as a result, non-licensed library in-charges and librarians who are not from the province are excluded. Nonetheless, the researcher guarantees that all information contained in the study that might contradict or pose a threat to their job or other interests would be handled in the strictest of confidence. Furthermore, the research was conducted in the Province of South Cotabato, situated in the southwestern portion of Mindanao Island (Province of South Cotabato, 2021).

Materials and Instrument

To achieve the study's goals, a standardized questionnaire was adapted. This questionnaire was divided into three parts: Work-Life Balance, Technostress Creators, and Psychological Well-Being. Furthermore, the survey questionnaire was routed to experts for further suggestions and validation. Lastly, this questionnaire employed the five-point Likert scale identifying five as the highest and one as the lowest. The resulting data were interpreted using a matrix that categorized the mean levels of Work-Life Balance, Technostress Creators, and Psychological Well-being. A mean score between 4.20 and 5.00 indicated a very high level of manifestation for these constructs, while a mean score between 3.40 and 4.19 indicated a high level of manifestation. Moreover, mean scores between 2.60 and 3.39 were considered moderate, meaning these constructs were seldom manifested. Additionally, a mean score between 1.80 and 2.59 indicated a low level of manifestation, with these constructs being rarely manifested. Finally, a mean score between 1.00 and 1.79 indicated a very low level of manifestation, with these constructs being never manifested.

The researcher used the adapted and modified 24-item questionnaire of the Work-Life Balance Scale developed by Fisher (2017, as cited by Agha et al., 2017). Work-Life Balance is divided into three categories: work interference with personal life, personal life interference with work, and work/personal life enhancement. Respectively, the researcher used the adapted and modified Technostress Creators Scale with a 23-item survey questionnaire developed by Tarafdar (2007). Technostress creators are measured in techno-overload; techno-invasion; techno-complexity; techno-insecurity; and techno-uncertainty. Respectively, it is most helpful in determining scale reliability of the equivalency of items within single-construct scales. Additionally, the Psychological Well-Being Scale was used in this study, which compromises

a 42-item survey questionnaire and was adapted from the study of Ryff (2022). The questionnaire measured the psychological well-being of librarians in South Cotabato Province. Psychological well-being comprises six dimensions: autonomy, environmental mastery, personal growth, positive relationships with others, a sense of purpose in life, and self-acceptance.

The questionnaires underwent reliability testing and construct validity validation by the expert. The validations showed a very high overall mean score of 4.22. Nonetheless, the pilot test was also carried out to determine the instrument's dependability. Technostress Creators have a Cronbach alpha of .913, Psychological Well-Being has a Cronbach alpha of .938, and Work-Life Balance has a Cronbach alpha of .872, all of which are considered as having very good internal consistency and making the questionnaire extremely reliable.

Design and Procedure

The descriptive-correlation research technique was used in this study's non-experimental quantitative design to collect data, views, knowledge, and information relevant to the topic. A descriptive study, on the other hand, attempts to provide a general picture of the existing situation through research. In contrast, research that seeks to find relationships among variables and allows for predicting future events based on current information is referred to as correlational research (Stangor & Walinga, 2019). In this research design, the researcher determines work-life balance and technostress creators on the psychological well-being of librarians in South Cotabato Province. The Descriptive-correlation technique is appropriate for the current study, which aimed to determine a significant relationship between work-life balance and psychological well-being and technostress creators and psychological well-being.

Following pre-testing, expert validation, and Cronbach Alpha computation, the following data collection procedures were used: The researcher used the techniques stated in the preceding sections to gather data for the study. Initially, the surveys passed all necessary validation procedures after being changed and adjusted. According to the needed information to be acquired, changes and suggestions were made to the questionnaires to adapt the questions. To inform the various authorities of the University of Mindanao Graduate School of the study's conduct, the researcher distributed all pertinent messages to them. The researcher used google forms to distribute survey questions, and she kept in touch with the various offices of the respondents who took part in the study.

The results of the survey have been thoroughly and scientifically validated using statistical methods. The researcher's statistical tools, such as Pearson r and Mean. To understand the features of a certain dataset, the mean was used. The mean was used in this study to evaluate the work-life balance, technostress creators, and psychological wellbeing among librarians in the Province of South Cotabato. Moreover, Pearson r was used to assess the importance of the association between Technostress Creators and Psychological Well-being and Work-Life Balance.

Moreover, the study involves voluntary participation and confidentiality of data collected from respondents. The questionnaire was designed with ethical considerations, including the anonymity of participants and their rights to critique the questions and reject answering specific sections. To prevent plagiarism, the researcher rephrased others' ideas and use plagiarism detection software. Additionally, the study's credibility was ensured by avoiding

fabrication and falsification of data and seeking expert review. The researcher discloses any conflicts of interest and provides a comprehensive explanation of the study's background and purpose to prevent dishonesty. The informed consent form also conveys permission to participate. Furthermore, the researcher secured the certificate of approval with protocol number UMERC-2022-336 from the University of Mindanao Research and Ethics Committee (UMERC) before conducting the data-gathering process.

RESULTS AND DISCUSSION

The focus of this section's presentation of the study's findings and data analysis is on the impact of work-life balance and technostress creators on librarians' psychological well-being.

Work-life Balance

Table 1

Level of Work-life Balance

Indicators	Mean	SD	Descriptive Level
Work Interference with Personal Life	3.14	0.668	Moderate
Personal Life Interference with Work	3.59	0.722	High
Work/Personal Life Enhancement	2.95	0.879	Moderate
Overall	3.23	0.446	Moderate

Table 1 demonstrates that the average score for work-life balance among librarians in South Cotabato Province is a moderate 3.23. With a mean score of 3.59, which is considered high in level, the indicator *measuring personal life interference with work* had the highest mean score. *Work/personal life enhancement*, on the other hand, has the lowest mean score of all the indicators, with a total mean of 2.95, which is considered to be moderate in degree. Further evidence that the participant's responses to different indicators are consistent is provided by the fact that the average standard deviation of all indicators is less than 1.00. Following the findings, the work-life balance indicators were at a moderate level, indicating that it is unusual to observe the work-life balance of librarians.

Furthermore, based on the result revealed on the level of work-life balance showed that respondents' work life was interfered with by their personal life. This would indicate that one's personal life impacts one's professional life. It is a conflict where the role pressure of professional and personal life is incompatible in any way. The result was supported by Anderson (2022) that the ability of employees to perform their jobs and communicate with coworkers, employers, and clients might be impacted by their personal life. Giving concrete instances of inappropriate behavior to an employee whose personal issues are influencing his or her performance at work can also directly impact the overall standard of services provided.

Moreover, the preceding statement was supported by the study of Evenson (2020) which revealed that 47% of employees acknowledge that their issues occasionally affect how well they function at work. This may have a negative impact on the team dynamics in addition to their performance metrics. The struggle of that one employee can eventually affect the entire team if the problem is not handled correctly. Therefore, most of the librarians don't have the energy to work due to their personal lives, they are tired to be effective employees because of

what is happening in their personal lives, also, librarians tend to worry about things outside of their work.

Technostress Creators

Table 2
Level of Technostress Creators

Indicators	Mean	SD	Descriptive Level
Techno-overload	2.76	0.895	Moderate
Techno-invasion	2.79	0.770	Moderate
Techno-complexity	2.80	0.708	Moderate
Techno-insecurity	2.37	0.558	Low
Techno-uncertainty	3.77	1.239	High
Techno-usefulness	2.86	0.848	Moderate
Techno-reliability	2.87	0.742	Moderate
Overall	2.89	0.350	Moderate

As per Table 2, the average level of technostress creators among librarians in South Cotabato Province is 2.89, which is considered to be moderate. Techno-uncertainty was given the highest mean score with a level of 3.77. Techno-insecurity, on the other hand, has the lowest mean score of all the indicators, 2.37, which is considered to be moderate in level. The participant's reactions to the various indicators are also consistent, as shown by the fact that the standard deviation of all indicators ranges from 0.558 to 1.239. Based on the aforementioned findings, the technostress creators' indications were at a modest level, which suggests that technostress creators in the workplace are rarely visible.

The obtained score on the level of technostress creators from the respondents implies a moderate level of technostress creators among librarians. Moreover, most of the librarians were experiencing techno-uncertainty as the top technostress creators. This would mean that librarians have the feeling of uncertainty and unease in utilizing the technology due to the constantly evolving and upgrading of systems. The result was supported by the study of Laspinas (2015) that there are undoubtedly numerous changes in the workplace today because of the technological revolution. Although technology makes it possible to complete tasks more quickly and efficiently, many people find it unsettling to use it since it involves change and uncertainty. Even though technostress creators can slightly affect librarians still it may result in it in a negative effect in the future.

Although librarians may experience some minor technostress creators from their work, stress affects people's behavior regardless of their physical condition and is the body's general reaction to demands. Respectively, academic institutions must provide a plan for the libraries and the librarians to avoid or eliminate stress in the workplace brought by technology. Additionally, Laguador (2013) states that the administration is responsible for teaching the employees how to use both recently acquired technology and technology that has been purchased to create a stress-free workplace. A stress-free workplace would boost output while encouraging a balanced approach to both professional and personal development.

Psychological Well-being

Table 3
Level of Psychological Well-being

Indicators	Mean	SD	Descriptive Level
Self-acceptance	2.97	0.729	Moderate
Positive relations	2.93	0.971	Moderate
Autonomy	2.98	0.671	Moderate
Environmental Mastery	3.14	0.740	Moderate
Purpose in Life	2.95	0.899	Moderate
Personal Growth	2.80	0.914	Moderate
Overall	2.96	0.614	Moderate

The level of psychological well-being is presented in table 3. Based on the result, the level of psychological well-being of librarians in the Province of South Cotabato is at a moderate level, with a total mean of 2.96. Specifically, *environmental mastery* is the highest indicator of psychological well-being, with an average of 3.14. Additionally, the indicator with the lowest mean acquired is *personal growth* with a mean of 2.80, which is described as moderate in level. Also, the participant's responses to the various indicators are consistent, as seen by the average standard deviation of all indicators being less than 1.00. All psychological well-being indicators are judged to be at a moderate level based on the findings. It suggests that little attention is paid to the psychological wellbeing of librarians.

Moreover, based on the obtained score on the level of psychological well-being from the respondents implies a moderate level. Respectively, the result revealed that librarians were considered environmental masters. This would mean that they have ecological skills and can handle complicated aspects of work with order and integrate new, positive changes into their present routines. The preceding statement was supported by Belfrage (2018) that having a higher sense of environmental mastery could benefit not just their well-being as well as their work performance. Additionally, environmental masters have the sense of being able to handle difficult situation and solve it without affecting their psychological well-being.

Respectively, this capacity to select or design a setting that best supports one's psychological state also reflects one's freedom and gives one a sense of control over the environment in which one resides (Aldawsari, 2018). Therefore, when librarians are experiencing problems, difficulties, and stress at work they tend to become environmental masters to solve and to handle problems effectively and most importantly they are quite good at managing various responsibilities.

Significance of the Relationship between Variables

Table 4

Significance of the Relationship between Variables

Pair	Variables	Correlation Coefficient	<i>p</i> -value	Decision on Ho
IV and DV	work-life balance and psychological wellbeing	-0.052	0.640 ^{ns}	Failed to reject
IV and DV	technostress creators and psychological wellbeing	0.031	0.782 ^{ns}	Failed to reject

Table 4 shows the findings of the investigation on the association between librarians' psychological wellbeing and work-life balance. The outcome reveals that the *psychological well-being and work-life balance* indices have computed R-values of -0.052 and a probability value of 0.640. For this reason, the null hypothesis—according to which there is no connection between work-life balance and librarians' psychological well-being—is not disproved. As a result, the Province of South Cotabato's librarians won't experience any psychological harm from having their job and home lives out of balance.

The results of the study were supported by a study by Dramanu et al. (2020), which discovered no connection between work-life balance and administrative employees' psychological well-being at the University of Cape Coast. This suggests that employees' psychological well-being would not have been impacted by the number of problems they had with their work-life balance. Additionally, it has been determined that the difficulties and increased demands of work and family life have no detrimental consequences on employees' well-being (Obrenovic, 2020).

Moreover, the preceding statement was supported by the study conducted by Balazova and Bilancikova (2020) found that work-life balance was not significantly related to psychological well-being among Slovakian employees because work-life balance may not be a relevant concept for some individuals, such as those who have a strong work ethic or job commitment. Work-life balance might not be more significant than other characteristics, such as job demands and resources, in predicting psychological well-being. Therefore, the Asik-Dizdar et al study (2020) revealed no significant link between psychological well-being and work-life balance among Turkish nurses. This is because the nature of their work requires them to be present and attentive to patients, even during off-duty hours. Nurses may also feel a sense of responsibility towards their patients and may prioritize patient care over their personal needs.

Table 4 presents the research results on the association between technostress creators and psychological well-being. The study found a *p*-value of 0.782 and an overall R-value of 0.031 for the *technostress creators and psychological well-being* measures. The null hypothesis, which asserts that "*there is no substantial association between technostress creators and psychological well-being,*" is not rejected because the data imply that the two latent dimensions are not statistically associated. Respectively, the preceding statement means

that technostress creators will not significantly affect the psychological well-being of the librarians in the Province of South Cotabato. Even though librarians are experiencing a high level of technostress creators specifically the techno-uncertainty in their workplace they tend to never get affected which would result in an adverse impact on their psychological well-being.

The study by Asad et. al (2023), whose findings showed no significant correlation in the relationship between technostress creators and participants' psychological well-being, validated the conclusion. This suggests that learners who experience technostress creators are more likely to report no sign of poor psychological well-being, including anxiety, depression, and stress. Similarly, a study by Akter and Rayhan (2019) found that technostress creators are positively related to other variables, but not to the psychological well-being of employees. Additionally, Mohammed's study (2020), which found no connection between technostress creators and psychological well-being, showed that organizations and top management should recognize that, despite the drawbacks of using technology at work, it can have a causal effect on employees' lives that affects their work performance, work engagement, and psychological well-being. Therefore, institutions and organizations must support their employees to battle technostress creators at work, even though employees may be affected by it and it won't have an adverse effect on their wellbeing.

CONCLUSION AND RECOMMENDATION

The personal lives of librarians impacted their professional lives. This would mean that a person's personal life and work life are intertwined. In essence, it is a conflict where the demands of both the professional and personal roles are contradictory. Therefore, libraries should conduct a needs assessment to identify the areas where librarians need improvement in both their professional and personal lives. This could include areas such as time management, stress management, or leadership development. Based on the needs assessment, libraries should develop a tailored training plan that addresses the identified areas of improvement. The plan should include a mix of training methods, such as workshops, online courses, or coaching sessions. Moreover, libraries should implement a wellness program that promotes physical and mental health. This could include activities such as yoga classes, meditation sessions, or health screenings. Furthermore, libraries should offer flexible working arrangements, such as flexible schedules, to help librarians balance their professional and personal lives.

Additionally, to have a high level of work-life balance, libraries must have adequate staffing levels to ensure that librarians are not overworked and have the time and resources they need to complete their job responsibilities. This can help reduce stress and promote work-life balance. Also, libraries can implement a paid time off policy that allows librarians to take time off for personal reasons without fear of losing their job or income. This can help reduce burnout

and promote work-life balance. Lastly, libraries should promote the importance of unplugging from work during off-hours, such as evenings and weekends.

Moreover, techno-uncertainty is the leading source of technostress creators, based on the majority of librarians. This would imply that because technology is continuously changing and being upgraded, librarians feel uncertain and uneasy when using it. Therefore, it is suggested that librarians should be provided with ongoing professional development opportunities to keep up to date with the latest technological advancements. This will help librarians to develop the necessary skills and knowledge to effectively use technology in their work. Additionally, libraries should conduct a technology assessment to identify the technological needs of the library and the resources required to meet those needs. Based on the technology assessment, libraries should develop a technology plan that outlines the goals and objectives of the library's technology initiatives. The plan should include strategies for implementing new technologies and evaluating their effectiveness. Lastly, libraries should collaborate with other libraries to share resources and knowledge about technology. This will help to create a network of support and expertise that can be leveraged to address techno-uncertainty.

To lessen the technostress creators, libraries must invest in user-friendly technology that is easy to use and does not require a lot of technical expertise. This can help reduce the anxiety and frustration that can lead to technostress. Also, libraries can encourage librarians to take regular breaks from using technology. This can help reduce eye strain, headaches, and other physical symptoms that can contribute to technostress. Additionally, libraries can foster a supportive workplace culture that encourages collaboration and open communication. This can help librarians feel supported and valued, which can reduce stress and anxiety associated with technology use.

Librarians are regarded as environmental masters in their respective fields. Librarians as environmental masters can handle challenging situations and find solutions without negatively compromising the psychological well-being of the subject. Moreover, it suggests that libraries should encourage librarians to engage in ongoing learning opportunities. This could include attending conferences, taking courses, or participating in seminars/webinars. By providing these opportunities, librarians can enhance their knowledge and skills, which can improve their performance and job satisfaction. Moreover, libraries should establish mentorship programs that pair experienced librarians with newer staff members. This can provide guidance and support for those who are new to the field, as well as help to develop leadership skills for more experienced staff. Lastly, libraries should provide recognition and rewards for librarians who demonstrate exceptional performance or achieve notable accomplishments. This can help to motivate librarians and create a sense of pride in their work.

Moreover, to have a high level of psychological well-being, libraries, and their parent institution must recognize and reward the achievements of their librarians, which can boost morale and enhance job satisfaction. This can be done through employee recognition programs, awards, and bonuses. Also, it is important to encourage librarians to practice self-care by providing resources and opportunities to promote physical and mental health. This can include access to gym memberships, wellness programs, and mental health resources.

Nevertheless, no statistically significant association between those who create technostress and psychological well-being has been found. The psychological well-being of the librarians won't be negatively impacted by technostress creators. The association between work-life balance and psychological wellbeing is also not statistically significant. This indicates that a work-life balance that is out of whack has no negative effects on the psychological well-being of librarians in the Province of South Cotabato.

As a result, the study's findings are consistent with its theoretical foundation, Steven Hobfoll's Conservation of Resources Theory. Since the COR theory contends that stress is caused by situations in which valuable resources are at risk of being lost or jeopardized. Additionally, human behavior in the face of adversity is driven by the urge to protect, conserve, and obtain these highly valued resources. Therefore, under the COR theory, a loss predominates over gain, and failure is a catalyst for additional loss and failure. As per findings, librarians tend to protect and preserve their psychological well-being. Psychological well-being is a valuable resource for librarians. Thus, librarians take precautions to prevent the loss that might come to their valuable resources.

Furthermore, librarians' associations and organizations at the national level such as the Philippine Librarians Association, Inc.(PLAI), the Philippine Association of Academic and Research Librarians (PAARL), the Association of Special Libraries of the Philippines (ASLP), the Philippine Association of School Librarians, Inc. (PASLI), and the regional councils shall consider the study's result for their present policy to contemplate about this issues and challenges faced by the librarians. These problems must be addressed by the librarians' association and organization to solve and battle techno-uncertainties in their workplace, improve the personal growth of librarians in the Philippines and help fellow librarians to balance their work and personal lives.

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