

University of Nebraska - Lincoln

DigitalCommons@University of Nebraska - Lincoln

Library Philosophy and Practice (e-journal)

Libraries at University of Nebraska-Lincoln

August 2020

INFLUENCE OF WORK ENGAGEMENT ON JOB BURNOUT AMONG LIBRARIANS IN UNIVERSITY LIBRARIES IN NIGERIA

Adeyemi Adewale Akinola

Mountain Top University, akinolaadeyemi@yahoo.com

Follow this and additional works at: <https://digitalcommons.unl.edu/libphilprac>



Part of the [Library and Information Science Commons](#)

Akinola, Adeyemi Adewale, "INFLUENCE OF WORK ENGAGEMENT ON JOB BURNOUT AMONG LIBRARIANS IN UNIVERSITY LIBRARIES IN NIGERIA" (2020). *Library Philosophy and Practice (e-journal)*. 4017.

<https://digitalcommons.unl.edu/libphilprac/4017>

INTRODUCTION

Job burnout is a construct that brings setback to employees' performance and job accomplishment. When librarians are having roles-conflicts and extra roles to play in the organisation, they may experience burnout as a result of lack of enabled energy and resources to actualise their potentials for the organisation. Job burnout is a psychological situation that occur in organisations. It is important to know that the implication of job burnout for employees as well as their external environment specified that employees' qualities of social interaction and level of engagement at the workplace is likely to expose them to occupational stress and job burnout. The preference for number of working hours has influence on employees' health-related issues as well as relationship with colleagues and family members (Barneet, Gareis & Brennan, 1999). This could be as a result of job demands conflicting with family demands which may affect relationship with their families and interaction with colleagues. In other words, excess time spent at work reduces librarians' family commitment which could bring about low performance at the organisational and family levels.

The various ways job burnout has been addressed and documented indicates that, when employees experience job burnout, their actual performance in the organisation cannot be compared with their previous engagement due to job stress. In Nigeria, lecturers were found vulnerable to job burnout due to the number of students they attend to (Salami, 2011). Having good social interactions enables librarians to relate and discuss problems they are facing on a particular task. Also, reduction of workload and good interpersonal relationship with colleagues at workplace, together with organisational motivation, reduce conflict and burnout for librarians in the library. In a situation where there are inadequate resources, librarians become burnout but when there are sufficient resources, invariably, they become positive, productive and engaged in their work.

Work engagement is described as a state of mind in which employees consider their daily routines to be personally meaningful, feeling positive about their work, and are involved in, committed to, and enthusiastic and passionate about their work. The term, work engagement, gives employees the needed functioning abilities to work for the organisation with clear job characteristics for desired organisational outcome while being engaged on the job. Shuck and Wollard (2010) presented a synthesised definition of work engagement as an "individual employee's cognitive, emotional, and behavioural state directed towards a desired organisational outcomes" (p. 103).

Engaged employees have a positive, fulfilling, work-related state of mind characterised by vigour (energy, concentration, strain, persistence in the face of inconveniences), dedication (inspiration and challenge, full of work enthusiasm) and absorption (like an enduring flow-experience) (Schaufeli, Taris & Bakker, 2006). Vigour refers to the state of having high level of energy, the readiness to put in energy in one's activities and ability to work in difficult times. Dedication means employees' involvement in a task and showing a sense of belonging, having enthusiasm and being challenged about the work. Absorption implies employees being focused on the job, having felt that time passes but they are unwilling to abandon their job. This shows that engaged employees are vibrant in task accomplishment and they provide a level of trust that managers can depend on. Their willingness to job accomplishment testifies growth and development in the organisation. Recently in Nigeria, according to Nwinyokpugi (2015), work engagement is an area of emphasis for employees' growth and elimination of replacement costs.

The role of a dedicated and enthusiastic librarian cannot be overemphasised in the administration of a library. Engaged librarians demonstrate personal initiative, proactive behaviour, learning and motivational abilities. They exhibit a fulfilled state of mind in doing a particular given task with the needed energy and the enabling abilities to achieve the best desired result for their organisations. They are known to have a positive attitude dimension and a strong job identification which show they are always enthusiastic about any task they find themselves doing and because of this attitude, they create a good relationship with their colleagues which in turn leads to positive organisational outcome. As a result of this exhibited attitude, engaged librarians stimulate energy and devote time and efforts to their work as an important and meaningful pursuit in the organisation.

Engaged librarians are known for positive approaches to work, positive mind-set, higher levels of psychological well-being, and increase in employees' ability and organisational job performance. This assertion shows that librarians, who are fully involved in their jobs, are usually passionate about it, their health status is always in good condition and they have less family conflicts. It also signifies the fact that work engagement is expected to remain sustained once librarians' psychological well-being is high (Robertson & Cooper, 2010), just as work engagement was also found to be the most important psychological well-being for sustaining organisational performance. Thus, the psychological well-being of librarians enhances the library's performance and productivity. This suggests that libraries need to focus more on

sustainable strategies that target librarians' commitment to their community of users, colleagues, family as well as the organisation.

The most important characteristics of an engaged librarian is the availability of job resources. Job resources is described as the physiological and psychological traits of the work that reduces job demands and promotes organisational productivity besides employees' development. The availability of job resources drives librarians' commitment with a positive attitude towards job accomplishment due to the fact that they are satisfied with having pleasant state of mind at the end of the task. Job resources impact positively on work environment and challenging tasks of engaged librarians. Engaged librarians believe the paramount thing for managers and departmental heads is to make the library a better place and a conducive environment for best practices. However, libraries that provide enabling environment and adequate resources for librarians and other library personnel, motivate them to be dedicated and enthusiastic on their job and also have a level of trust for the organisation.

Among the factors that can influence engaged librarians on the job are good governance and managerial attitude by the library management and department heads. The creation of an atmosphere that is conducive and connects the librarians to the library enhances work engagement. These relationships will further assist librarians to be more committed to the library and willing to engage in their job. However, librarians who trust their management appear to have more pride in the organisation and are more likely to feel they are applying their individual talents for the organisation (Blessing-White, 2006). This also signifies that librarians who feel their management has good knowledge of what they do exhibit their organisational citizenship behaviour and see the organisation as a conducive environment for best practices. This also promotes the use of their unique talents as well as positively influences their well-being and performance for the organisation (Crabtree, 2005).

Objective of the Study

The main objective of this study is to determine the influence of work engagement on job burnout among librarians in university libraries in Nigeria. The specific objectives are to:

1. find out the level of job burnout among librarians in university libraries in Nigeria;
2. identify the level of work engagement of librarians in university libraries in Nigeria;
3. establish the influence of work engagement on job burnout of librarians in university libraries in Nigeria;

Research Questions

In order to achieve the research objectives, the following questions are posed:

1. What is the level of job burnout of librarians in university libraries in Nigeria?
2. What is the level of work engagement of librarians in university libraries in Nigeria?

Hypothesis

The research hypothesis was tested in the study at = 0.05 level of significance:

H_{01} . Work engagement does not significantly influence job burnout of librarians in university libraries in Nigeria.

LITERATURE REVIEW

Concept of Job Burnout

Bakker, Demerouti and Sanz-Vergel (2014) opined that job burnout is generally categorised into two aspects, which are, situational factors and individual factors. The situational factors include high level of job demands and inadequacy of job resources. The demand to execute assigned task is very important to every employee which may be included in their job descriptions. Job demands are usually related to physical and emotional aspects of the work which always resulted in fatigue and other health-related issues. Equally, job demands require employees' sustainable effort to accomplish the job. Increase in job burnout is said to be associated with increase in job demand and non-availability of job resources (Majid, Reza & Batool, 2014). It is notable that, in a situation where organisation has enough resource that caters for the well-being of their employees, the physical, psychological and social aspects of the job, job demands and job burnout will be reduced.

Individual factors, which is the second aspects of job burnout, state that employees may have personal challenges either as a result of family-conflicts or health challenges. According to Balogun (2014) in a study among female workers in Nigerian banks, work-family conflict significantly influences the three component of job burnout, indicating that work-family conflict has a negative effect on job burnout of female workers. It has also been noticed that job burnout is an important variable that exposes employees' weak performance which has always been influenced by their individual's attitudes, physical and health related issues. This is in line with the opinion of Sanjer, Zahra and Zahra (2013), which says that individual differences reduce employees' performance, which could in turn result in occupational exhaustion.

Kant, Jansen, Van-Amelsvoort, Mohren and Swaen (2004) illustrated job burnout in a longitudinal study among 12,000 Dutch employees. They estimated that the average duration of severe job burnout was about 2.5 years. Odelia (n. d), in a study on job burnout of librarians on academic libraries in Israel, revealed that librarians has a low level of burnout in Israel. Maslach burnout inventory questionnaire administered on the level of job burnout among librarians revealed that few young librarians were frustrated and lacked self-fulfilment. Embriaco, Papzian, Kentist-Bames, Pochard and Azoulay (2007) in their review of Burnout syndrome among critical care healthcare workers. The study observed that Burnout syndrome

as measured by the Maslach Burnout inventory was present in about 50% of critical care physicians and in one third of critical care nurses with severity of burnout being related to the number of working hours of the critical care staff. The higher the working hours the more severe the burnout syndrome experienced.

Notably, Casey (2012) who presented a study on the level of occupation strain among schools, police, and libraries, ranked librarians as the most in the overall level of stress examined. Topper (2007) explained the major difference between fire-fighters and librarians in dealing with job stress. According to him, firefighters are trained to deal with the stresses their job entails whereas librarians are less likely to have support systems to prevent stress in the workplace. In another study on levels of occupational stress among fire-fighters, police officers, train operators, teachers, and librarians, the prevailing presupposition is that librarians would experience the least amount of stress (British Psychological Society, 2006) revealed contrary result. Even though there were various categories used to analyse occupational strain, librarians were reported as the highest in perceived level of stress overall (Saddiq & Burke, 2006).

Popoola and Olalude (2013) observed that, in Nigeria, job burnout is known for various challenges in organizations, ranging from absenteeism to poorly-designed job and turnover. It is also associated with low work morale, reduced job performance, ungratefulness, and lack of observable progress with clients and difficult clients and too many emotional demands from co-workers. In a study of job burnout among federal university libraries in Nigeria, Popoola and Olalude (2013), found out that librarians experienced high level of job burnout. The librarians reported low morale, negative disposition, absenteeism and that their expectations were not being met by the library management. The study concluded that the issue of job burnout poses a serious problem that can hamper the attainment of university libraries' mission and objectives.

Work Engagement of Workers in Organisations

Work engagement is one of the most important positive organisational psychology constructs that have received attention from researchers over the years. The term, work engagement, is known with employees who associate themselves with success and usually feel desired to achieve best result for their organisations. Shuck and Wollard (2010) provide a synthesized definition of engagement as an individual employee's cognitive, emotional, and behavioural

state directed towards desired organizational outcomes. Work engagement exposes employees to the needed functioning abilities to serve their organisations with clear job descriptions and a desired organisational outcome while being engaged on the job. Engaged employees are always energetic, positive and usually happy doing the job effectively (Leiter & Bakker, 2010).

Engaged employees are attributed with good interpersonal relationship with their managers, colleagues and users. They mentor younger colleagues for efficiency and organisational growth. Halbesleben and Wheeler, (2008) admitted that employees are always happy to assist their colleagues because of the enthusiasm and willingness they have for the organisation. According to Bakker and Demerouti (2009), studies have described engaged workers as having good relationship with their colleagues and reduced family-conflicts. Inquiry based studies explained that employees with the attribute of work engagement are more fulfilled on the job, have good family life and portray positive lifestyle (Schaufeli & Salanova, 2007). This shows that engaged employees are more committed, avoid being absent from work and have reduced intention to quit the organisation. Werhane and Royal (2009), in a survey of work engagement among groups in an organisation, revealed organisations with engaged employees are on the highest quartile with the income of 2.5% improvement. The study showed that engaged employees are known with high level of performance and profitability. It also indicated continuity in the organisation to actualise their mission, goals and objectives.

Human resources managers and heads of various organisations also consider work engagement as a variable that determines organisational effectiveness. A review of literature by Lewis, Donaldson-Feilder and Tharani (2011) noted that human resources professionals and management consultancies on the construct of work engagement firmly stressed employees' performance whereas academic definition emphasizes engagement with roles and chores. Studies in Nigeria shows that productivity solely depends on engaged employees and good governance (Nkogbu & Offia, 2015) and without good governance, organisations cannot attain or experience improved productivity. Good governance and leadership style in the organisation helps employees to achieve organisational goals. This is also one of the factors that influence employees and managerial attitude towards engagement. To this end, heads of departments in organisations need to create a conducive atmosphere that connects employees to organisations. The relationship will further improve employees' commitment for more engagement on the job. This will also make organisations aware of employees' welfare and provisions of adequate resources to actualised organisations performance. Nwinyokpugi (2015), in a study in Nigeria,

reported that work engagement is an essential phenomenon of employees' retention as well as eliminating employees' replacement costs.

On the other hand, the study of Towers (2013) on the level of work engagement in volatile global environment, sampled over 32,000 workers, and revealed that about 35% show low level of engagement. The findings established that the low level of work engagement among workers was as a result of decline in economic development and job burnout. Bates (2004) in a study of American workers, revealed that over 50% of the workforce did not show high level of engagement, the study indicated that the workers feel detached from their job and about 25 % showed some level of dedication. Also, Gallup (2013) in a survey, established that engaged workers worldwide reduce every year and less than 50% showed some level of engagement worldwide. The study further revealed that the United State lost about \$300 billion annually as a result of low level of engagement. This finding supported Nguwi (2011) in a study among Zimbabwean which reported that most Zimbabwean employees had low level of engagement. This is due to organisational instability and lack of managerial ability as well as a result of unavailability of resources. Oshilim and Akpesiri (2015) also explained that Nigerian government underperformed and this led to decrease in engaged employees in the country. This is as a result of corruption, lack of policy implementation and introduction of advanced knowledge and technology.

Work Engagement and Job Burnout

Work engagement and job burnout are two organisational constructs related to employees' psychological and physiological well-being. They have precipitated some debates among organisations on provision of enabling work environment for employees. Researchers have also examined job burnout and work engagement as occupational-related constructs that focus on employees' attitude (Halbesleben & Buckley, 2004). The model of work engagement, advanced by Maslach and Leiter (1997), expanded on their explanation of job burnout, and suggests that work engagement contradicts the variables of job burnout. The study assumed job burnout as the opposite of work engagement. The model also agreed that work engagement consists of three components that are opposite to job burnout construct as indicated by Maslach et al. (2001) namely: energy (exhaustion), involvement (cynicism) and efficacy (reduced professional efficacy). These show the two variables are not positively related to each other but have some level of oppositions.

The comparison shows the two variables are related but opposite to each other and as suggested, job burnout and work engagement are two dimensions that happen in today's organisations. However, in a situation where there are inadequate resources, employees become burnout and, when eventually they have enough resources, they become engaged. To further expatiate on the activities of job burnout and work engagement, studies have shown job burnout as opposite of work engagement and other positive job-related outcomes (Demerouti, Bakker, & Mostert, 2010). In a similar approach, Seppälä, Mauno, Feldt, Hakanen, Kinnunen, Schaufeli and Tolvanen (2009) explained that work engagement negates the psychological and physiological dimensions of job burnout.

Maslach and Leiter (1997) also admitted that work engagement and its dimensions oppose the job burnout activities of emotional exhaustion, cynicism, and inefficacy. The authors measured work engagement, using the Maslach Burnout Inventory, and the result indicated low results with work engagement. In another study by Schaufeli and Bakker (2004), when job burnout and work engagement were measured by separate instruments, the constructs resulted into two separate negative relationships, rather than a single general well-being dimension. On the other hand, Crawford, Lepine and Rich (2010) in meta-analytic evidence, established that the construct of job burnout and work engagement are not opposite. These evidence critiqued the model of Maslach and Leiter (1997) which advocated that job burnout and work engagement should be measured as independent construct (Schaufeli & Bakker, 2004). However, the two constructs are not opposite of each other but are separate and independent constructs that need to be measured to achieve their separate results. According to Schaufeli and Salanova (2007), "job burnout and work engagement are not two opposite dimensions but they emanate some related functions independently of each other and are negatively related but they also share invariably between one-quarter to one-third of their variation." (p. 84).

To further explain the two concepts, Maslach and Leiter (1997) inculcated work engagement and job burnout into the Work Life Model. The model, which is based on the Person-Environment Fit Model, postulates six areas of work life that can affect appropriation among individuals and their jobs, which are workload, fairness and job control, a sense of community rewards, recognition, and values. Congruities between the six areas of work life are aimed to predict work engagement whereas, contrary can lead to burnout (Maslach & Leiter, 2008). The findings suggest that the six areas of work life are important support for categorising and linking the component of job burnout and work engagement.

Efficacy, an aspect of work engagement, demonstrates a different dimension of influence between other work-related variables and perceived changes in parallel to exhaustion and cynicism (Lee & Ashforth, 1996). According to Bakker, Schaufeli, and Van Dierendonck (2000), 4% Dutch working population suffer from severe burnout and about 16 to 22% is at increased risk of developing burnout and psychological treatment is necessary. This shows that studies have provided mixed support for Maslach and Leiter validating burnout.

Evidence from various segments of research have suggested and identified work engagement as significantly influenced job burnout. The study further explained that emotional exhaustion and vigour are two different constructs and invariably, exhibit some level of association (Demerouti, Mostert & Bakker, 2010). The study emphasised that employees must be either burnout or engaged and; also, job burnout negatively affects organisational productivity while work engagement is geared towards performance of both the organisation and engaged employees. According to O'Brien, Alexander, Jetten, Humphrey, O'Sullivan and Postmes (2004), cynicism is one of the constructs of measuring burnout. Cynicism emphasises discouragement for growing organisations and is likely to disengage employees from their jobs. Kelly (1991) also gave four reasons employees keep being cynical; they include, lack of ability to participate in development-related matters, lack of trust management, and lack of support from their colleagues and the organisation.

Job Demands-Resources Model by Demerouti, Bakker, Nachreiner and Schaufeli (2001)

The Job Demands-Resources Model of Demerouti, Bakker, Nachreiner and Schaufeli (2001) was used to explain the variables of job burnout and work engagement in this study. The model describes job demands as the negative and demotivation dimension of job outcomes which may lead to job burnout while job resources emphasise on the positive and the motivational aspects of work conditions and their effects on employees' work engagement, well-being and job performance.

The job demands aspect of the job demands-resources model was defined by Bakker et al., (2004) as the physiological, cognitive, psychological, and social aspect of the job which are usually associated with negative occurrences such as work pressure, workload and role conflict. The model assumes that employees may become exhausted, have feelings of cynicism and reduced personal accomplishment (job burnout) on the job as a result of organisations demanding beyond employees' job descriptions and areas of specialisations. According to

Schaufeli and Bakker (2004), job burnout intervenes between job demands, well-being challenges and other negative organisational outcomes such as intention to quit, depression, sick leave, family conflict and turnover intention. After the 1990s a new line of thought emerged with the influence of positive psychology (Seligman & Csikszentmihalyi, 2000), which shows that apart from the negative outcomes, associated with work conditions, these are positive effects of job outcomes.

The job resources aspect of the job demands-resources model is described as the physiological and psychological aspects of the job that provide employees with adequate resources, reduces job demands, promotes organisational productivity and employees' development (Bakker et al. 2004). Job resources are assumed to achieve positive job-related outcomes such as: reduced job demands to stimulate job control, social support, organisational performance and productivity as well as learning and development. The job resources dimension provides adequate resources that energise (vigour) employees to be persistent (dedication) and focused (absorption) on the job. It also suggests that vigour, dedication and absorption of work engagement foretell positive organisational job outcomes such as job performance, productivity and commitment (Rich, LePine & Crawford, 2010).

This model is relevant to the variables of job burnout and work engagement. It describes the three indicators of job burnout on one hand and work engagement on the other hand. They are exhaustion, cynicism and inefficacy for job burnout and vigour, dedication, and absorption for work engagement. The model highlights issues of unpleasant occurrences in the organisation such as work pressure, work overload, task interruption and family-conflict. On the other hand, the model also proffers solution to causes of job burnout in the organisation through the provisions of adequate resources to reenergise employees for engagement. According to van den Broeck, Vansteenkiste, de Witte and Lens (2008), the strength of job demand-resources model has eliminated the limitation of the prevalent models and merged their strengths for job advancement and organisational growth.

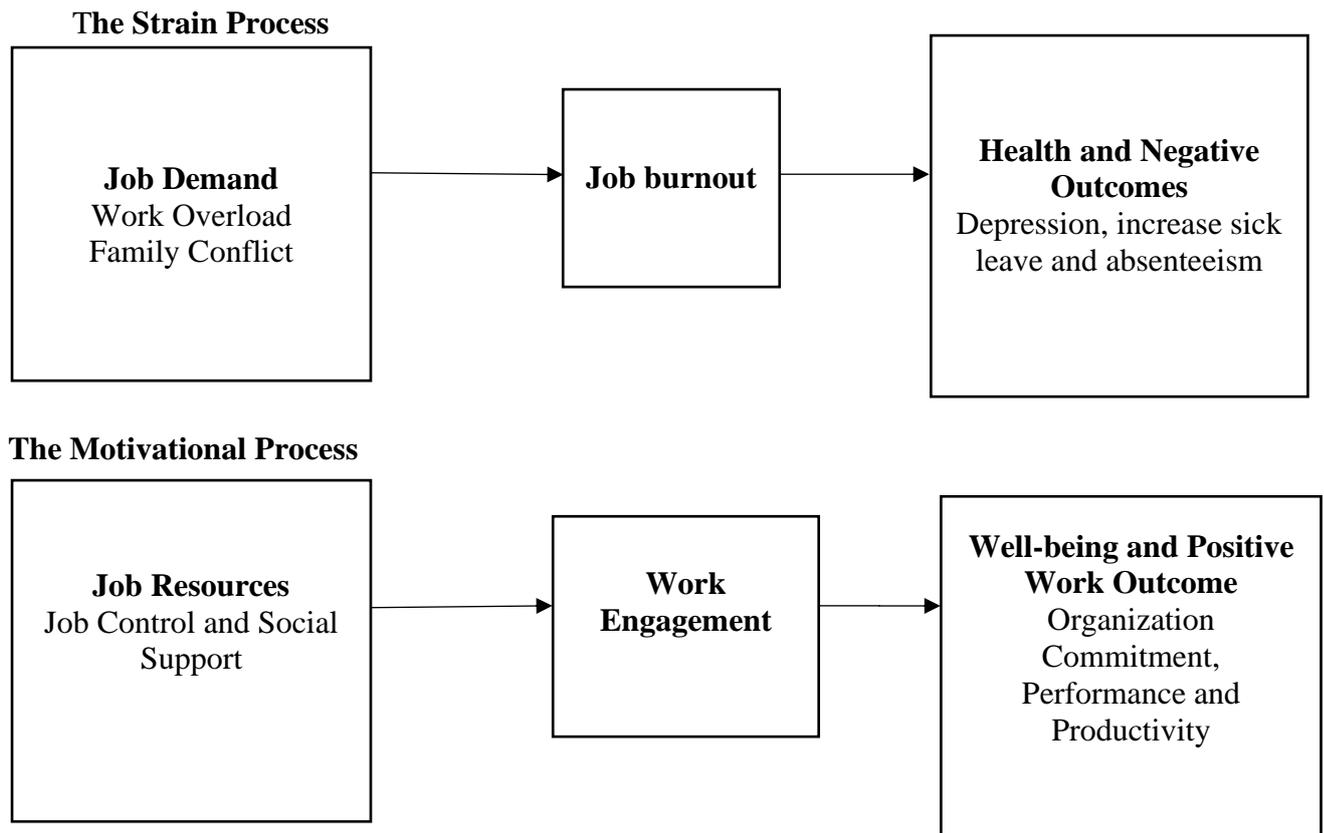


Figure: 2.1. Job Demand-Resources Model Adapted from Schaufeli & Bakker, (2004).

Methodology

This study employed survey research design. The population for this study consisted of all 624 librarians from all the 38 public universities (Federal and State) in Southern Nigeria, according to the Nigeria University Commission. Total enumeration was adopted for this study because the population size is manageable and enabled the researcher to collect data from all elements in the population, and this was done to ensure full participation of all the librarians in university libraries in Southern Nigeria. Description statistics were used to analyse the research questions and statistical package for social science (SPSS), 22.0 version was used to analyse the hypothesis.

Testing of Research Hypothesis

The following research hypothesis was tested at $\alpha = 0.05$ level of significance

Work engagement does not significantly influence job burnout of librarians in university libraries in Nigeria.

Table: Influence of work engagement on job burnout of librarians in university libraries in Nigeria

Model	Unstandardised		Standardised	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	58.700	4.154		14.131	.000
Work Engagement	.217	.052	.184	4.191	.000

R = .184^a
R² = .034,
Adjusted R² = .32,
F = 17.566,
P = 0.000

a. Dependent Variable: Job Burnout

Table reveals that work engagement ($\beta = .184, p < .05$) significantly influenced job burnout of librarians in university libraries in Nigeria. Accordingly, the null hypothesis was rejected. However, 34% of the variation in the dependent variable (Job Burnout) was accounted for by the independent variables (Work engagement) ($t_{(498)} = 4.191, R\text{-squared} = .034, p < .05$). This means that the p-value associated with the T-statistics was less than the 0.05 level of significance. This is an indication that the independent variable was a good predictor of job burnout of librarians in university libraries in Nigeria. By implication, engaged librarians are emotionally balanced to exercise their physical abilities without any rigour or interruptions in their assigned routines in the library

Discussion of Findings

There was a generally low level of job burnout of librarians in university libraries in Nigeria. This finding is supported by Odelia (nd) in a study on job burnout of librarians in academic libraries in Israel which revealed that there was a low level of job burnout among librarians in Israel. However, this is in sharp contrast with the findings of Popoola and Olalude (2013) in a study of job burnout among federal university libraries in Nigeria. According to their findings, librarians experienced high level of job burnout as a result of low morale, negative disposition, absenteeism and expectations not met by the library management. The study concluded that job burnout posed a serious problem that could hamper university libraries' mission and objectives.

This study revealed a very high level of work engagement among librarians in university libraries in Nigeria. The findings show that the librarians in university libraries in Nigeria were committed, enthusiastic, passionate, avoid being absent from work and exhibited reduced turnover intention to quit the organisation. This finding disagreed with the Towers (2013) on the level of work engagement in volatile global environment, sampled over 32,000 workers, and the findings revealed that about 35% show low level of work engagement. The findings established that the low level of work engagement among workers was as a result of decline in economic development and job burnout.

The hypothesis indicated that work engagement ($\beta = .184, p < .05$) significantly influenced job burnout of librarians in university libraries in Nigeria. This finding disagreed with the study of Ugwu, Onyishi and Tyoyima (2013) among students in Nigeria universities and reported that academic burnout has negative effect on academic engagement of students. The study showed that when students have loads of assignment, it leads to stress and could as well further lead to burnout.

The findings supported Demerouti, Mostert and Bakker (2010) parading evidence from various segments of research which suggest work engagement has significantly influenced job burnout. The study further explained that emotional exhaustion and vigour are two different constructs and, invariably, exhibit some level of association. The study emphasised that employees must be either burnout or engaged and also, job burnout negatively affect organisational productivity while work engagement is geared towards improving performance and productivity of both the organisation and engaged employees.

Conclusion

The study found out that librarians in university libraries in Nigeria demonstrated a very high level of work engagement. It has provided a perspective that will assist employees of universities and other higher institutions to know their level of work engagement and preventive measures against job burnout. However, librarians in university libraries in Nigeria should be encouraged by the library management to maintain good work engagement practice. On the other hand, Training towards improving work engagement to prevent job burnout should be organised by the library management.

References

- Bakker, A., Albrecht, S., & Leiter, M. (2011). Key questions regarding work engagement. *European Journal of Work and Organisational Psychology*, 20 (1), 4–28.
- Bakker, A. B., & Demerouti, E. (2009). The crossover of work engagement between working couples: A closer look at the role of empathy. *Journal of Managerial Psychology*, 24, 220–236.
- Bakker, A. B., Demerouti, E., De Boer, E., & Schaufeli, W. B. (2003). Job demands and job resources as predictors of absence duration and frequency. *Journal of Vocational Behaviour*, 62, 341-356.
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: the JD-R approach. *Annual Review of Organisational Psychology and Organisational Behaviour*, 1, 389-411.
- Balogun, A. G. (2014). Job burnout among working mothers in Nigeria post-consolidation banks: Effects of work-family conflict and job stress. *International Journal of Research Studies in Psychology*, 3(5), 27-36.
- Barnett, R. C., Gareis, K. C., & Brennan, R. T. (1999). Fit as a mediator of the relationship between work hours and burnout. *Journal of Occupational Health Psychology*, 4(4), 307-317.
- Bates, S. (2004). Getting engaged. *HR Magazine*, Vol. 49 (20), 44-51.
- Beckers, D. G. J., van der Linden, D., Smulders, P. G. W., Kompier, M. A. J., van Veldhoven, M J. P. M., & van Yperen, N. W. (2004). Working overtime hours: Relations with fatigue, work motivation, and the quality of work. *Journal of Occupational and Environmental Medicine*, 46, 1282–1289.
- Blessing White. (2006). *Employee Engagement Report 2006* BlessingWhite, Inc. Princeton, New Jersey.
- Casey, S. (2012). *How to manage job burnout*. Retrieved from susan casey eportfolio.
- Charles, D. P., & Donna, W. H. (1990). Library user education: Assessing the attitudes of those who teach. RQ 29 (Summer 1990): 521.
- Chirkowska-Smolak, T. (2009). Organizacyjnyczynnikiwypaleniazawodowego. *Ruch Prawniczy, EkonomicznyiSpołeczny*, 4, 259–274.
- Crabtree, S. (2005). Engagement keeps the doctor away. *Gallup Management Journal*, 19, 78-97.
- Crowford, E. R., Lepine, J. A., & Rich, B. L (2010). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 95(5), 834-848.
- Demerouti E, Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001).The Job Demands–Resources model of burnout. *Journal of Applied Psychology* 86, 499–512.

- Demerouti, E., & Cropanzano, R. (2010). From thought to action: employee work engagement and job performance. In Leiter, M.P. and Bakker, A.B. (Eds), *Work Engagement: The Essential Theory and Practice*, Psychology Press, New York, NY.
- Demerouti, E., Mostert, K., & Bakker, A. B. (2010). Burnout and work engagement: A thorough investigation of the independency of both constructs. *Journal of Occupational Health Psychology*, 15(3), 209-222.
- Embriaco, N., Papzian, L., Kentish-Barnes, N., Pochard, F., & Azoulay, E. (2007). Burnout syndrome among critical care health care workers. *Current Opinions in Critical care*, 13:482-488.
- Gallup, E. (2013). Engagement at Work: It's Effect on Performance Continues in Tough Economic Times: Key Findings from Gallup's Q12 Meta-Analysis of 1.4 Million Employees.
- Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organisational Behaviour*, 28, 3–34.
- Gourlay, S., Alfes, K., Bull, E., Baron, A., Petrov, G., & Georgellis, Y. (2012) *Emotional or transactional engagement – does it matter?* Research insight. London: Chartered Institute of Personnel and Development.
- Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and work engagement among teachers. *Journal of School Psychology*, 43, 495–513.
- Halbesleben, J. R. B., Harvey, J., & Bolino, M. C. (2009). Too engaged? A conservation of resources view of the relationship between work engagement and work interference with family. *Journal of Applied Psychology*, 94, 1452–1465.
- Halbesleben, J. R. B., & Wheeler, A. R. (2008). The relative role of engagement and embeddedness in predicting job performance and turnover intention. *Work & Stress*, 22, 242–256.
- Kant, I. J., Jansen, N. W. H., Van Amelsvoort, L. G. P. M., Mohren, D. C. L., & Swaen, G. M. H. (2004), “Burnout in de werkendebevolking. Resultaten van de Maastrichtse Cohort Study” (“Burnout in the working population. Results of the Maastricht Cohort Study”), *Gedrag and Organisatie*, 7, 5-17.
- Laschinger, H. S., & Leiter, M. (2006). The impact of nursing work environments on patient safety outcomes: The mediating role of burnout/engagement. *Journal of Nursing Administration*, 36, 259–267.
- Lee, R., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, 81, 123-133.
- Leiter, M. P., & Bakker, A. B. (2010). *Work Engagement: The essential theory and research*, Psychology Press, New York, NY.
- Leiter, M. P., & Maslach, C. (2004). Areas of worklife: A structured approach to organisational predictors of job burnout. In P. Perrewe & D. C. Ganster (Eds.),

Research in occupational stress and well-being. Oxford, United Kingdom: Elsevier.

- Lewis, R., Donaldson-Feilder, E., & Tharani, T. (2011). *Management competencies for enhancing employee engagement.* Research insight. London: Chartered Institute of Personnel and Development.
- Majid, N., Reza, N., & Batool, M. J. (2014). The relationship between personality traits and job burnout of coaches of disabled sport men. *Indian Journal of Fundamental and Applied Life Sciences*, 4 (4), 2203-2214.
- Mäkikangas, A., Feldt, T., Kinnunen, U., & Tolvanen, A. (2012). Do low burnout and high work engagement always go hand in hand? Investigation of the energy and identification dimensions in longitudinal data. *Anxiety, Stress, & Coping: An International Journal*, 25(1), 93–116.
- Melamed, S., Shirom, A., Toker, S., Berliner, S., & Shapira, I. (2006). Burnout and risk of cardiovascular disease: Evidence, possible causal paths, and promising research directions. *Psychological Bulletin* 132(3), 327-353.
- Maslach, C., & Leiter, M. P. (1997). *The truth about burnout: How organisations cause personal stress and what to do about it.* San Francisco: Jossey-Bass, Inc.
- Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of Applied Psychology*, 93(3), 498-512.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52, 397-422.
- Neal, A., & Griffin, M. A. (2004). Safety climate and safety at work. In J. Barling & M. R. Frone (Eds.), *the psychology of workplace safety* (pp. 15–34). Washington, DC: American Psychological Association.
- Nguwi, M. (2011). Work engagement trends in Zimbabwe. Financial gazette <http://allafrica.com/stories/201012220113.html> Accessed 5 February 2014.
- Nkogbu, G. S., & Offia, P. A. (2015). Governance, employee engagement and improved productivity in the public sector: The Nigerian Experience. *Journal of Investment and Management*, 4(5), 141-151.
- Nwinyokpugi, P. O. (2015). Employee engagement and workplace harmony in Nigeria Civil Service. *International Journal of Innovative Research and Development*, 4(2), 199-204.
- O'Brien, A. T., Alexander-Haslam, S., Jetten, J., Humphrey, L., O'Sullivan, L., & Postmes, T. (2004). Cynicism and disengagement among devalued employee groups: The need to ASPIRe. *Career Development International*, 9(1), 28-44.
- Odelia, S. (ND). Burnout among librarians in Israel's academic libraries: scope, rate and reasons. Library and information sciences system number 826845. Available online at: Website www.is.biu.ac.il/library.

- Oshilim, N. G., & Akpesiri, O. P. (2015). Governance, employee engagement and improved Productivity in the public sector: the Nigerian experience. *Journal of management, 4(5): 141-151.*
- Parker, S. K., & Ohly, S. (2008). Designing motivating jobs. In R. Kanfer, G. Chen, & R. Pritchard (Eds.), *Work motivation: Past, present, and future* (233–384). New York: Routledge.
- Popoola, S. O., & Olalude, F. O. (2013). Work values, achievement motivation and technostress as determinants of job burnout among library personnel in automated federal university libraries in Nigeria: *Library philosophy and practice (e-journal)*. Paper 919.
- Rich, B. L., LePine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal, 53*, 617–635.
- Robertson, I., & Birch, A. J. (2010). The role of psychological well-being in employee engagement. *Paper presented at British Psychological Society Occupational Psychology Conference, Brighton. January.*
- Robertson, I., & Cooper, C. L. (2010). Full engagement: the integration of employee engagement and psychological well-being. *Leadership and Organisational Development Journal. 31(4)*, 324–36.
- Saddiq, S., & Burke, E. (2006). An investigation into the role of perceived work stress upon absenteeism, job satisfaction, psychological health and family, across 5 disparate occupational groups. *Distance Learning Center.*
- Salami, S. O. (2011). Job stress and burnout among Lecturers: Personality and social support as moderators. *Asian Social Science, 7(5)*, 110-121.
- Salanova, M., Agut, S., & Peiro, J. M. (2005). Linking organisational resources and work engagement to employee performance and customer loyalty: the mediation of service climate. *Journal of Applied Psychology, 96*, 12-27.
- Sanjer, S., Zahra, B., & Zahra, S. S. (2013). Studying the relationship between workaholism and occupational burnout among governmental organisations of shiraz. *Interdisciplinary journal of contemporary research in business, 5(6)*, 306-315.
- Schaufeli, W. B., & Buunk, B. P. (2003). Burnout: An overview of 25 years of research and theorizing. In Schabracq, M. J., Winnubst, J. A. M., & Cooper, C. L. (Eds.), *the Handbook of Work and Health Psychology* (383-425). Chichester: Wiley.
- Schaufeli, W. B. & Bakker, A. B. (2004). Job demands, job resources and the relationship with burnout and engagement: A multi-sample study. *Journal of Organisational Behaviour, 25*, 293–315.
- Schaufeli, W. B., & Bakker, A. B. (2010). *Defining and measuring work engagement: bringing clarity to the concept*. New York.

- Schaufeli, W. B., & Salanova, M. (2007). Work engagement: an emerging psychological concept and its implications for organisations, in Gilliland, S.W., Steiner, D.D. and Skarlicki, D.P. (Eds), *Research in Social Issues in Management: Managing Social and Ethical Issues in Organizations*, Vol. 5, Information Age Publishers, Greenwich, CT.
- Schaufeli, W. B., & Salanova, M. (2008). Enhancing work engagement through the management of human resources, in Na'swall, K., Hellgren, J. and Sverke, M. (Eds), *the Individual in the Changing Working Life*, Cambridge University Press, Cambridge, 380-402.
- Schaufeli, W. B., Taris, T. W., & Bakker, A. B. (2006). Dr. Jekyll or Mr. Hyde? On the differences between work engagement and workaholism. In Burker, R.J. (Ed). *Research Companion to Working Time and Work Addiction*. (193-217). Cheltenham: Edward Elgar Publishing Limited.
- Seppälä, P., Mauno, S., Feldt, T., Hakanen, J., Kinnunen, U., Schaufeli, W., & Tolvanen, A. (2009). The construct validity of the Utrecht work engagement scale: Multi-sample and longitudinal evidence. *Journal of Happiness Studies*, 10(4), 459-481.
- Shirom, A. (2010). Feeling energetic at work: On vigour's antecedents. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (69– 84). New York: Psychology Press.
- Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89-110. Retrieved May 16, 2010 from <http://hrd.sagepub.com>.
- Seligman, M. E. P., & Csikszentmihalyi, M. (2000). Positive psychology: An introduction. *American Psychologist*, 55, 5-14.
- Teresa, C. (2012). Does work engagement burn out? The person-job fit and levels of burnout and engagement in work. *Polish Psychological Bulletin*. 43(2), 76-85.
- Topper, E. F. (2007). Stress in the library workplace. *New Library World*, 108(11/12), 561-564.
- Towers, W. (2013). Global Workforce Study, Engagement at Risk: Driving Strong Performance in Volatile Global Environment. Towers Watson Magazine.
- Ugwu, F. O., Onyishi, I. E., & Tyoyima, W. A. (2013). Exploring the Relationships between Academic Burnout, Self-efficacy and Academic Engagement among Nigerian College Students. *The African Symposium*, 37(13), 2.
- Van den Broeck, A., Vansteenkiste, M., de Witte, H., & Lens, W. (2008). Explaining the relationship between job characteristics, burnout and engagement: the role of basic psychological satisfaction. *Work & Stress*, 22, 277-293 Voydanoff.
- Werhane, W., & Royal, M. (2009) Hay Group: engaging and enabling employees for company success. *Work span: The Magazine of World at Work*.

Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, 26, 179–201.