

# Emotion Management of Circulation Librarians in Academic Libraries

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**Abstract**—This article defines the meanings of “emotion”, which is defined as feelings and the unique rational, physical, and mental state, and the associated actions. It also defines “emotion management” as a personal ability to detect and recognize one’s emotional state, and to properly and effectively redirect and channel negative emotions such as anger, rage, and depression into proper positive expressions. The fundamental principles for emotional management includes recognizing emotions, internalizing, emotions, accepting emotions, managing emotions, and redirecting emotions. The article then proceeds to identify some common causes for negative emotion amongst the circulation librarian, which includes the outside environment, the duty requirements of the job, and the circulation librarian’s own personal unique personality traits and temperaments. Finally, the article summarizes some of the techniques and changes that be used to help with emotion management both on the personal level and on the administrative level across the entire library system. By defining, identifying and resolving emotions through proper emotion management in the circulation librarian, the library system can be used to improve the overall campus environment and promote better quality of service for the patrons across campus.

**Keywords**—*circulation librarians, emotion management, emotion*

## I. INTRODUCTION

Around ten years ago, a young colleague by the name of Mr. Wang had several arguments with a certain library patron. After which multiple library supervisors and administrators had meetings with Mr. Wang where they discussed with and criticized him for his behaviors and requested that he write up a self-reflection report to summarize at the general meetings with library staff. At the time, Mr. Wang was also working on his thesis for his master degree. The addition of the deteriorating relations with his patrons, the criticisms of his bosses, and the stress related to his thesis brought tremendous emotional and mental strain on his body. With increasing stress, anxiety, and frustration with his situation, this ultimately culminated into a tragedy one night when Mr. Wang suddenly collapsed unconscious in front his desk after while writing his thesis. He was found to be cardiac arrest and was sent straight into the critical care unit for resuscitation. Thankfully, Mr. Wang eventually was able to survive this event and made it out of the hospital. But unfortunately, he suffered permanent neurological damage as a sequela from his sudden cardiac

arrest that despite the next ten years of active rehabilitation and exercise, still persistently impairs his daily activities. He was no longer able to continue his previous work, and had to relegate himself to much more menial tasks. His marriage was also marred by this event, and he eventually failed for divorce with his wife of many years. According to Mr. Wang himself, he is now helpless at work, hopeless at home, and meaningless in life. The story of Mr. Wang is a tragedy but also an example just how disastrous the consequence of mismanagement of emotions in the library for a circulating library staff can have pervasive long-lasting consequence on the individual across all facets of his life. It prompts a deep discussion regarding how a circulating librarian should handle conflicts with their patrons, how to manage their personal emotions, and how the library administration should proceed to assist the circulating library staff with the management of their emotions.

Recent career surveys have demonstrated that emotions have a direct impact on employee’s productivity and effectiveness at the workplace [1]. The library is an organization that provides informational service, and the library staff, in particular the circulation librarian, are the quintessential worker whose emotion plays a pivotal role in their job effectiveness. Therefore, it is important to pay close attention to the circulation librarian’s emotion, and to emphasize research into the emotion management of the circulation librarian in order to improve staff productivity and as well as service satisfaction for the library patrons.

## II. DEFINING “EMOTION” AND “EMOTION MANAGEMENT”

### A. *The definition and expression of emotion*

One of the oldest definitions of emotions is proposed by James-Lange Theory, which proposed that emotion was a reaction to physiological arousal or change [1]. In 1979, psychologist Albert Ellis, in his rational-emotive behavior therapy model, defined emotion as a sustained reaction caused by internal sentences that people repeated to themselves [2]. The best-selling writer Daniel Goleman defined emotion as feelings and the unique rational, physical, and mental state, and the associated actions in his book EQ Goleman further pointed out, emotions were a mental state that filled with strong associated feelings. If we were to compare between emotions and rational thoughts, the effects of emotions on decision making were just as much, if not more profound than that of rational thoughts.

This is particularly evident in emergent situations, where there is no sufficient time to allot for the ability of rational or logical thinking to take place. That is to say, when there is a stimulus present to trigger extreme internal emotions, the careful balance between emotional and rational thoughts are destroyed, and the consequent actions naturally gravitate towards emotional reactions. Because of this, emotions have often a profound and unexpected dramatic effect on a person and their subsequent behaviors.

More broadly speaking, emotion can be defined as a human construct for a complex series of phenomena that starts from a reactionary brain state to physical arousal, detected feelings, conscious appraisal, and subsequent behavior changes [3,4]. Additional psychological research elucidates that emotion is not just a subjective feeling, but also affects one's ability to process rational thoughts and one's behavioral performance. Emotion, rational thinking, and behaviors are the three legs of a tripod. All three must be coordinated and balanced properly in order to maintain one's sense of wellbeing. If any one of these become over dominating, or becomes weakened, then one's mental wellbeing can become disrupted, which would then translate into erratic behaviors that may affect one's work and personal life.

Emotion can be divided into positive emotions and negative emotions and these variations in emotions are manifested in a person's expression, tone of voice, and their body language. Positive emotions include happiness, joy, amusement, excitement etc., and there is a degree of positive emotional value and enhancement attached to positive emotion. On the contrary, negative emotions include sadness, anger, anxiety, fear etc., and these conversely carry in them a negative value and enhancement towards negative behaviors. Positive emotions can improve one's physical health, increase one's energy, and promote one's social relationships, while maintaining a positive attitude in life. On the other hand, negative emotions have a related negative effect on one's health, and likewise on their work and their daily living as well as their social wellbeing. If one cannot fully understand one's own emotional state or the emotional state of the other person, they cannot effectively manage or properly express their emotions, which will result maladaptive responses in their thinking and behaviors, negatively impacting both their work, personal life as well as their health. Because of this, there is a paramount importance for the recognition and education of emotion management in the workplace.

#### *B. The definition of "emotion management"*

Emotion management is the personal ability to detect and recognize one's emotional state, and to properly and effectively redirect and channel negative emotions such as anger, rage, and depression into proper positive expressions. Emotion management entails the control of these negative emotions as well as the promotion of positive thinking, and the techniques that reinforce this proper management. It is a form of psychiatric reprogramming of one's emotional state to effectively process to an emotion, and to develop a set

plan of actions to react to the emotion in an appropriate manner. This consists of a series of processes that requires the person to detect, evaluate, and readjust their own emotional states. Emotional management includes the following 5 steps:

(1) Recognizing emotions: "emotion: itself is neither right or wrong, it is simply a natural physiological reaction to an environmental stimulus. If one can accurately recognize and accept the emotion, one can prevent it imposing a negative effect on one's wellbeing. For example, from focusing on "I am annoyed and upset" to "I am upset because I am frustrated, which is a natural response to something else." With this framework in mind, it allows one to turn away from the distraction of trying to react subconsciously to an emotion, but rather to focus on the root cause for the emotion. This would also allow one to avoid being impaired by the distraction and rather than settle into a low energy state, be primed for the correct set of actions.

(2) Internalizing emotions: after recognizing the emotion, the next step is to internalize the emotion to allow for processing of the emotion. This is one of the important first steps for self-growth, as it requires the circulation librarian to recognize both what is one's current circumstance, and the emotion associated with it. Once one detects and recognize the emotion that is coming on, and rather than to immediately act out, but to internalize it first to allow for processing and planning of external expression of the action, then one would have more readiness to decide the appropriate reaction as well as coming up with a solution to the root cause of the emotion.

(3) Accepting emotions: after internalizing the emotion for processing, the person must then accept that the emotion is a subjective personal response that is a natural physiological phenomenon triggered by outside stimulus. By truly accepting and embracing the emotion then one can start to proceed to developing a strategy for management.

(4) Managing emotions: there are numerous ways to manage emotions, but the most important take away point is to find a suitable style for management that is both appropriate for the situation and well adapted for the individual's own natural temperament and habits.

(5) Redirecting emotions: the key to successfully redirecting one's emotion in a positive manner is not fight the emotion, nor to suppress it. Rather, one must accept it as part of them, and be willing to make the change to readjust it in a positive manner once one decides on an effective strategy to express the emotion in a manner that is appropriate and mature.

### III. REASONS FOR NEGATIVE EMOTIONS AMONGST UNIVERSITY CIRCULATION LIBRARIANS

Many people believe the library is a simple, stress free environment, but the reality is far from the truth. The emotions of the circulation librarians come from a variety of sources, including the outside work environment, duties and

expectations, as well as their own personal lives.

#### A. *Outside environment*

With the recent reform in university personnel system, most universities now hire employees via a post-employment contract system, which includes the librarian staff. With increased competition amongst job applicants, along with the potential for termination of contracts, this generates constant stress for the librarian for their outlook on their long-term career. At the same time, the qualifying examinations and requirements becomes higher and higher each year. For example, since 2018, the writer's own Xiamen University Library has begun to enforce very strict protocols and requirements for hiring of library house staff. The hiring contract usually lasts for every 3 years. The result of the qualifying hiring examinations will be the key factor in determining the position for a newly hired employee for the next 3 years. This also plays into the annual wage and salary and work hierarchy of this employee. Different types of positions within the library (which can be divided into assistant librarian, librarian, deputy research librarian, and research librarian) can further be subdivided have varying levels of rankings that translate in part into the bonuses that is included as part of their wage. This is divided into primary, secondary, and tertiary ranking levels, of which the tertiary level is the highest. Each level has a difference in monthly wage of anywhere from 1000RMB to 2500RMB, (the more detailed which differences are dependent on the type of library positions involved). The higher levels of rankings also carry with them higher levels of required performance parameters that must be met within their hired contract period. These performance parameters not only mandate satisfying performances on the basic tasks required of each individual position, but also includes additional requirements such as contributions to the innovations related to their work operations, customer service, or research and technologies of their positions. Often times, the library house staff must also participate in outside activities related to the library, which includes additional attending conferences, workshops, research forums, and publishing new research data, reports, or summary to the city, district and provincial levels. The general summary performance evaluation is mandated across all employees of the university library and the circulating librarian is no exception to the rules. In order to satisfying the stringent requirements for the performance evaluation to maintain their job, the circulating librarian has to not only finish their daily tasks, but also to make time in their off duty hours to participate in work related activities which includes the aforementioned research endeavors, publishing manuscripts, or promoting educational activities. If these extracurricular activities are not fulfilled to the satisfaction of the performance evaluations, they can have negative consequences on the circulating librarian's wages and promotions, which would ultimately translate into financial strain in the employee. This consequently generates creates increased stress for the circulating librarian, and hence the feelings of anxiety, apprehension, and worry routinely accompany the circulating librarian

during their routine work hours.

#### B. *The unique duties and nature of the circulation librarian*

1) *Duty hours.* Modern Chinese academic libraries generally have a full business day schedule (i.e. 8:00 – 22:00) with the circulation desk employing a shift-based system for staffing. Some libraries have an additional 24 hour reading room for the patrons who require intense research or studying (for example, the writer's own Xiamen University Library, will be opening one such reading room which can accommodate up to 132 people). Because of the nature of the shift system, the circulating librarian must be constantly rotating through different duty hours; over the long-term this generates disruptions in the general lifestyle and rest for the employees, which can cause burnout for the circulation librarians. With increased disruptions and burnout, over time some staff may respond negatively to their work, leading to decreased productivity as well as poor attitudes towards customer service. This is often manifested in apathy towards inquiries, unprofessional responses, and expressing impatience and other negative emotions and behaviors towards their patrons.

2) *Duty requirements.* The circulating librarian's job is relatively monotonous and meticulous; it requires long term dealings with patrons, circulating books, various types of electronic media, and informational databases. Specifically, their duties include the various daily repetitive tasks of lending and returning of library materials, processing library cards, circulation inquiries, generating leave of absences for students, assisting in applications for graduation theses, introducing various electronic resources, creating tutorials for using the library's informational databases, and finding new books for recommendation etc. Everyday there is a repetition of the same phrases, explanation of the same procedures, which after a while becomes dull and tedious. The constant complaints and discontents of library sponsors have intensified this sentiment and become the fuse of negative emotions.

#### C. *Circulation librarian's personal issues*

1) *Circulation librarian's personality traits.* According to the classic four temperament theory, people can be fundamentally divided into four distinct personality types: melancholic, choleric, phlegmatic and sanguine temperaments. These different temperaments will react and respond to issues differently in their emotions based on their baseline unique qualities associated with each temperament [6]. The melancholic type of people often times are very strict, cold, reserved and introspective. They tend to be very analytical and detail-oriented, and they are deep thinkers and feelers. Often times they are easily perturbed by situations where their sense of control and tidiness are disrupted or lost. The choleric types of people are extroverts; they are often impulsive, bold, ambitious and goal-oriented. They tend to be domineering amongst other people, and their associated confidence often helps them to become natural leaders. However, the negative side of their

temperament is that they are also often very vengeful, short-tempered, and easily provoked to violence. The phlegmatic person tends to be laid back, calm, peaceful and easy-going. They are very good at getting along with others, and having a wider outlook on problems or ideas. But their nature also predisposes them to being indecisive, taken advantage of, and making compromises. The sanguine person is a social being as well, but they tend to be more cheerful, talkative, and active. They are very extroverted and thriving on excitement. These people are very charming and charismatic, but their downside is that they can be disruptive to others because of their high energy, and they have a tendency to be careless in their work and engage in more risk-seeking behaviors. Of course, in reality, most people cannot simply be generalized into a single category of temperaments, but more likely they are a mixture of multiple temperaments, with one set of traits more predominating than others. However, it is useful to help oneself identify which sort specific strength and weaknesses one may have based on which predominating temperament one carries, and therefore predict which sort of tendencies one may also react to when experiencing an emotion. For example, my colleague Mr. Wang most likely had a predominating choleric type of temperament, which was the cause for his behaviors in response to the stressors in his work and life.

2) *Circulation librarian's personal abilities.* A circulation librarians' duty includes not only the traditional tasks of circulating materials, but also the requirement for assisting patrons with inquiries into the library digital database. Therefore, the circulation librarian must constantly keep up to speed with the ever-growing electronic databases and resources that are available for research within the library system. With the advances in information technology, the dependence on global communications and increasing number of foreign exchange students in Chinese university campuses, the expectation for foreign language competency in the staff, in particular English language competence are also increasing in order to assist foreign exchange students to more effectively utilize the various resources available within the library. Take the Xiamen University Library as an example: at the beginning of every academic year at Xiamen University, the circulating librarians always host a tutorial workshop in English for the new foreign exchange students on "How to find and use the library resources". Because of these expectations, the circulating librarian is forced to constantly study in their off time to brush their technological and language skills in order to keep up with the advancing digital age, which then generates further anxiety, stress, discomfort, and sense of job insecurity.

#### IV. THE MEANING AND IMPORTANCE OF EMOTION MANAGEMENT IN CIRCULATION LIBRARIANS

Emotion management in circulation librarians means to actively influence one's emotional state, and control one's negative emotions to prevent them from affecting their work, and more importantly from affecting their relationship

with their patrons. This idea has been developing for several years now amongst many other professions, because surveys have shown that work performances and employee satisfactions are often related to the ability of the employee to manage their emotions. This has a particular importance in a service-oriented career such as circulation librarian.

##### *A. Benefits of emotion management on circulation librarian's health and job effectiveness and quality*

There is a common saying in Chinese that "the body is the foundation to revolution". Only by keeping one's body in good, healthy condition can one maintain success in one's performance at work. Modern medicine demonstrates that many disease processes such as hypertension, coronary artery disease, cancers, diabetes, peptic ulcer disease, asthma, and migraines etc. are often associated with negative emotional states, and this is categorized sometimes as psychosomatic diseases [7]. Therefore, effectively managing the circulating librarian's emotions can improve not only their mental wellbeing, but also improves their physical health and prevent the development of diseases. In addition, emotions can not only generate disease, but also "cure" and "prevent" disease. If we can help the circulation librarian to eliminate their negative motions, then we can not only avoid contracting new illnesses and maintain their health, but sometimes even some of their current illnesses might be better alleviated by an improvement on their mental burden, and therefore allow for faster recovery from their current disease. This would allow the circulating librarian to be healthier in their body, and to be more energized in their mind, which would translate into a more effective workforce in the library.

##### *B. Benefits of emotion management on improving patron relationships, and increasing customer service satisfaction and quality*

Negative emotions, if not management properly or adequately, can impair a person's logical reasoning, which in the event of new conflicts or issues, will cause a person to behave in an inappropriate, erratic manner. From observation, when in positive emotions, a circulation librarian can provide very satisfying services to the patrons, and their attitudes are enthusiastic, patient, and attentive. On the other hand, when they are affected by their negative emotions, the circulation librarians often create conflicts during their encounters with the patrons. This is not for a lack of knowledge of personal etiquettes or social awareness for the circulation librarian. Rather it is the due to a lack of positive energy from their emotions, causing a lapse in their professional social interactions with the patrons, which then creates a negative experience in customer service. Only by teaching the circulation librarian how to immediately and effectively readjust their personal emotions, release their negative emotions, can this improve their attitude with the patrons, allowing for a more pleasant, harmonious interaction with the patrons. Therefore, the circulating librarian must effectively manage their emotions to improve the quality of their service, which ultimately translates into

improvement in the development of the quality of the library as a whole.

In the United States, there was a recent study that showed that in the contributions for the quality of a particular library system, the physical infrastructure of the library itself makes up for only 5%, while the database and resources total 20%, meanwhile, the quality of the library staff makes up for 75%. Academic libraries are often considered to be the “treasure troves of knowledge” and the “ocean for books”. They are the centers for manuscripts and information, and are the hubs for the dissemination, discovery, and creation of new scholarship and knowledge. They also function as a second classroom and research arena for the students. A librarian essentially combines the tasks of information management, service, and education all within one job. They function not only to serve the student-patrons, but also to educate them on proper cultural, societal, and personal values. Proper management of the librarian’s emotions would help improve the quality of this service. The library administration, should not only maintain improvements in the development of infrastructure within the library system or innovations in new service function for the patrons, but they should also pay attention to the mental wellbeing of the library staff, to help advance the quality of service within the library system.

### C. *Benefits for a harmonious campus*

Developing a harmonious campus is a requirement to establishing a harmonious society, and it is also essential to the successful advancement education and research at the university. This necessitates the conscious efforts of the circulation librarian to manage their emotions effectively, which will promote the general wellbeing and sense of camaraderie amongst their co-workers and with their patrons in order to achieve the aforementioned goal of a harmonious campus.

## V. STRATEGIES FOR EMOTION MANAGEMENT FOR THE CIRCULATION LIBRARIAN

Previously we discussed that emotion management includes the control over negative emotions and promoting positive emotion and habits. The first part is to create a general passive guidance, and the latter is to set an active prevention. The emotion management for the circulation librarian requires one to both self-regulate some of the commonly associated negative emotions encountered at the work place and to regularly habituate oneself to a positive framework of thinking that would minimize the creation of these negative emotions in the first place. The management for the circulation librarian requires the person to consciously readjust their emotional state, to make the proper emotional expression and behavior. In addition, this requires administrative level to provide effective prevention, intervention, and remediation for the negative emotions of the circulation librarian, in order to minimize the impact of their negative emotions and consequent behaviors. The combinations of both of these levels of intervention will

multiply the effects on managing negative emotions.

### A. *Personal strategies for emotion management*

1) *Proper evaluation of work and acceptance of unavoidable realities.* How one perceives and evaluates a situation has a direct impact on what types of emotions are generated. Therefore, if one’s perception can be changed, then the associated emotions can also be altered. Often times for the circulation librarian, there is no possibility for change for the competitive job market, nor can they change their daily duties or their work environment. What can be changed, however, is their inner perception of this reality. By readjusting their perceptions, accepting the part of their current reality that cannot be changed, they can make proper adjustments to their emotions. Every job has its own set of difficulties and challenges, and each employee will need to make the proper adjustments, efforts, and sacrifices in order to succeed at their job. This requires one to actively re-evaluate their job to avoid their work problems from impacting their internal mental and emotional balance. This requires circulating librarian to constantly improve one’s personal attitude, and to perceive their service to the patrons as a calling, to understand the importance and the impact of their work, rather than to simply go perform marginally and accumulate burnout and disappointment.

2) *Learn how to maintain proper work-life balance, enrich one’s personal life experiences.* Everyone in the modern society has a lot of stress in their lives. Professionals, especially women with careers, often need to manage both their work as well as their family, which sometimes leads to problems with maintaining a balance between work and personal life. Most of the workers amongst the circulating librarians are female, and because of the constantly shifting workhours due to the shift duty system, they often need to be flexible in their plans for other things. There are many online tutorials and resources which I recommend readers to research into that may provide some tips on how to actively adjust their lives rather than being disrupted balanced (or lacking) by their work-life. In addition, one should always set aside some personal time for relaxation and recreation despite the demanding workhours. One should also seek to engage in group activities outside of work, whether it is with family, friends, or co-workers, to promote sense of social communion and wellbeing. The personal time is important, as it not only creates a time for distraction away from the problems at work, but it also serves as a channel to divert the negative energy into something productive or fun, this is a mature form of psychiatric defense mechanism called sublimation, and is promoted by many psychiatrist and psychologist as a healthy way to promote mental wellbeing and ease emotional burden.

3) *Increase personal awareness, preventing development of negative emotions.* The circulation librarians need to increase their emotional awareness, to accurately and objectively evaluate their own strengths and weaknesses, in order to avoid undue stress and negative impacts on their self-esteem. By maintaining a healthy self-confidence in

their abilities, the circulating librarian can then responsibly know when to seek help and when to help others.

4) *Increase work ethics, as well as long-term career planning.* The circulation librarians have to improve their work ethics, which is a great virtue of social and career success. They need to recognize the importance of their image as a representation of the entire library, and to meet all the expectations that their job entails.

The current library employment system, while providing less job security, is also an avenue for greater career freedom and choices. Circulation librarians, especially younger employees, must develop a long-term career outlook, combine their work experience, aspirations, and interests to find the most appropriate job for themselves. Switching roles within the library, even across department, can improve one's overall work experience, professional relationships, and solidify personal value and job satisfaction. Rather than to see the role of one's current job as a permanent position that cannot be changed, the circulation librarian should always be seeking to improve both themselves personal on the job and also to change the nature of the job as a whole to better serve the campus and the patron community. For example, with the advances in electronic media and distribution across our modern society, there is an increasing need for the circulation of these electronic resources as well as for searching the online databases within the library system. A technologically savvy circulation librarian (or one who aspire to be as such) may find themselves improving their own work experience by implementing new search algorithms to process these online inquiries or to develop their own knowledge of the various electronic media that is now available, to help educate patrons who come to the circulation desk with questions regarding these resources.

5) *Analyze and understand emotions to resolve the negative effects of emotions.* Circulation librarians should understand the effects of their own emotions on their job, recognize when their emotions are changing, and promptly determine the source for their emotional change. They should actively seek a resolution for this source. At the same time, the librarian should also actively observe the emotional changes of their patrons, and seek to emphasize and understand their patrons' emotional reactions. Once a conflict arises, the librarian should rationally attempt to resolve the issue, and listen to the other party's (i.e. the patron's) perspective. They should have open communication with their patrons in order to establish a trusting partnership. They should also employ a similar strategy when resolving conflicts or issues within the work space with other library employees and staff, to create a harmonious relationship and professional work environment, which would in turn allow the librarian to have a calm and happy attitude towards their job.

6) *Seek professional psychological counseling when necessary.* Currently, most academic campuses in China have available mental wellbeing counseling centers, and there are also professional psychiatric/psychological therapy

centers as well on the market. The circulation librarian should know when to seek professional help, and to have the courage to do so. To actively seek professional psychological counseling is not a sign of weakness nor should it be stigmatized. Rather it should be treated just like any other physical illness or ailments for which depending upon the degree of severity of the mental condition, professional psychiatric therapy would be warranted and may not only improve the circulation librarian's current negative emotional states and their work performance, but also prevent further deconditioning into worsening mental wellbeing that may ultimately have severe and possibly even irreparable consequences on their work-life. If my colleague Mr. Wang had sought professional psychological counseling at that time his tragedy might not have happened or at least would not have been so severe.

#### *B. Interventions from the library administration*

1) *Emphasize the importance of the circulation desk, as well as the contributions of the circulation librarian.* The library leadership needs to stress the importance of the circulation librarian, to recognize their vital role to the day to day activities of the library, and to encourage the librarians' pride and satisfaction in their career choice. Often times the culture of a work place is decided from the top down. If the leadership from the library administration were able to emphasize the importance of psychological wellbeing amongst all the staff members, this would naturally encourage an overall culture of attention to such, and the staff can then feel much more comfortable and safe to communicate their negative emotions in a proper manner, rather than to feel judged and stigmatized regarding their emotions, which in the long-term, will cause adverse outcomes in the form of poor job performance and impaired quality of patron services.

2) *Ensure balance of shift change and duty requirements.* Because each separate circulation section within a library is different in their set up and duty requirements, the workload of each section varies tremendously. For example, the circulation sections for the Xiamen University Library where this writer works at, includes Department of Access Services, Area Studies Library, Economy & Management library, Law and the arts Section, Xiang'an Campus De Wang Library, the Information and Engineering section, Zhang Zhou Campus Tan Kah College Library etc. Each section has its own unique set up and patron populations, causing wide discrepancy in workload. Because of this, there must be a system for shift changes and rotation of staff within the section to allow a balance of workload, as to prevent overworking any particular staff member. With the Xiamen University Library as an example: there is currently an ongoing project within the library for "Master/Ph. D. Electronic Theses and Dissertations application and evaluation". The writer has generated below statistics within the last three years of three of the primary circulation department which has been tasked with this project and the volume of theses and dissertations submissions.

TABLE I. VOLUMES OF XIAMEN UNIVERSITY MASTER/PH.D. ELECTRONIC THESES AND DISSERTATIONS APPLICATION AND EVALUATION

Department	2017		2018		2019	
	N	Percentage	N	Percentage	N	Percentage
Department of Access Services	3095	67.15 %	2603	64.48 %	2331	56.15 %
Information and Engineering section	818	17.75 %	732	18.13 %	849	20.45 %
Xiang'an Campus De Wang Library	696	15%	702	17.39 %	971	23.4%

The diagram above demonstrates that amongst the Xiamen University Library primary circulation departments, the patron service department processed more than half of the total volume of submissions for the “Master and Ph. D thesis application and evaluation” project. This statistic along demonstrates a significant discrepancy in the amount of workload that is distributed among different primary circulation desks for the same type of project within a single library.

3) *Improve emotion management education amongst the circulation librarians, and establish internal resources for communication and wellbeing.* The library should have educational classes on emotion management for all library employees. These programs should equip the librarian with basic concepts to recognize and analyze their emotions as well as provide tools and strategies for the expression and management of their emotions. In addition, the library must also establish the proper resources and channels for emotion guidance, such as employee meetings, small group sessions that allow the leadership, the co-employees to have open, barrier-free, ways for communication. The establishment of work group meeting would also provide an avenue for employees to share their personal experiences as well as their grievances that can generate negative emotions, and to offer support to one another. By establishing easy methods for communications between different levels of staff within the library, this can minimize misunderstanding amongst the staff, and provide better ways to resolve conflict, and improve the social relationships and group camaraderie

within the organization, which would eventually engender a work culture that focuses on mental wellbeing as well as the emotion management of its employees.

## VI. CONCLUSION

The circulating librarians must face very high degree of work-related stress, as well as multiple interpersonal conflicts on a daily basis. This is further exacerbated by the increasing competition within their job markets driving a sense of apprehension and lack of job security. In additions the nature of the shift-based work also often creates significant disruption to the circulation librarian’s work life balance. Therefore, it is often unavoidable for the circulation librarian to experience negative emotions such as anxiety, frustration, apprehension etc. An in-depth understanding of their emotions, as well as the proper management of these emotions, is imperative to both the individual librarian’s own personal mental wellbeing, as well as to the success of the library system as a whole. Through both personal and administrative efforts, one can effectively manage and readjust emotional changes in a systematic, rational manner, which will improve the quality of the library team, and generate better services for the patrons, and ultimately promoting the a more harmonious campus community.

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