

A Study of Workplace Stress and the Stifling Productivity of Teaching Faculty of B-schools of National Capital Region of Delhi

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ABSTRACT

This study examined the impact of the factors which create work stress, determine the level of stress among of teaching faculties of Private Management Education Institutions of Greater Noida, NCR Region and their affect on their performance. This is an empirical study based on survey method among hundred teachers of Private Management Education Institutions of Greater Noida, NCR Region. We each perceive and respond to the demands and pressures differently. Therefore, the experience and exposure has attitudinal difference on the teaching performance. The understanding of the attitude level of teachers helps the policy makers to formulate such policies for the improvement in their performance and reduction of stress intensity. To assess the stress level of the respondents towards the organization factors, Factor Analysis and SPSS has been applied. This survey finds and suggests the measures of reducing work stress and pressure.

No significant relationship is found in the attitude and stress level of respondents from different age groups, educational status, designation, and income level among the selected Management schools of Greater Noida, NCR Region. The ratio of interpersonal relationships can cause considerable degree of stress. 17.33 per cent of the professionals with higher experience had higher percentage of stress level due to job related factors. Furthermore, the trained employees demonstrated significant increases in the work-related scales of workplace satisfaction and value

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of contribution. Results suggest that encouragement to teachers to attain new skills and provision of monetary-aid to attend faculty development programs, workshops, Symposia, Conferences at National and International level motivate them to focus on their career advancement and encourage to be stable in the Institute. Stress Relief Techniques will improve the service quality and reduce the stress. Stress buster techniques should be focused in the Private Management Institutes in form of Yoga, Games, Meditation, and Get together with the Top Management and Workplace stretches.

Keywords: *Stress, Stress Relief Techniques, Stress Management*

INTRODUCTION

Workplace stress is the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources, or needs of the worker. Stress is a prevalent and costly problem in today's workplace. About one-third of workers report high levels of stress. One-quarter of employees view their jobs as the number one stressor in their lives. Three-quarters of employees believe the worker has more on-the-job stress than a generation ago. Stress is a consequence of a misbalance between a person and his or her environment, and the perceived inability to manage the hurdles and resultant demands. We all encounter various stressors (causes of stress) in everyday life, which can accumulate, if not released. Subsequently, it compels the mind and body to be in an almost constant alarm-state in preparation to fight or flee. Stress affects each of us differently. We each perceive demands and pressures differently and respond differently. In this research an initiative is taken to find out the stress, pattern of stress & level of stress among the teaching faculties of B Schools of NCR Region. This helps the Management Schools to introduce stress buster techniques in their Management Education Institutes so that Teaching employees can give their best while maintaining balance in Personal growth & Professional life. Such Stress Management approach might be beneficial to the to Management Schools to change the attitude of teaching staff towards the work and their career. It helps to find out & implement the Effective stress Management Programs while taking the individual differences into account and tailor the stress action plan to fit the individual.

STATEMENT OF PROBLEM

With the competitive edge, more pressure is on the employees not only to get branded organization but also to get good package with status in society. Teaching profession where in earlier days was stated as the Humble Noble profession with least of work stress and pressure, But with change in scenario the expectations and the concept of the education is now in new picture the work stress in teaching profession is increased. This paper is an attempt to give glimpse on the factors which create work stress on the teachers in Private Management Education Schools of NCR Region, Greater Noida and are the major factors of creating stress in Teaching Profession. It also tries to find out that due to this stress now education field is treated equivalent as corporate sector whereas the pay package is the main constraint and differential factor among both. In this context the researcher has made an attempt to study the stress level among teaching employees of private B schools of NCR Region, Greater Noida.

RESEARCH METHODOLOGY

Objective of Study

The following are the objectives of the Present Study.

1. To study the current work condition of experienced Teaching faculties of Private Management Education Institutions of Greater Noida , NCR Region.
2. To find out the factors of Stress, the level of stress among of Teaching faculties of Private Management Education Institutions of Greater Noida , NCR Region & the affect on their performance.
3. To Review the Stress Management techniques used by the Private Management Education Institutions of Greater Noida, NCR Region for their teaching employees.
4. To find out the problems of the Teaching employees towards the organization factors.
5. To offer the suitable Stress Relief techniques to the Private Management Education Institutions of Greater Noida, NCR Region to be opted to reduce the stress level of the teaching faculties.

Based on a survey of 100 Respondents (Teaching Faculties) of Ishan Institute of Management & Technology, Rakshpal Bahadur Management

Institute, Innovative college of Management & Technology, IIMT Greater Noida , NCR.

TESTING OF HYPOTHESIS

In order to examine the stress level of the Teachers of Private Management Education Institutions of Greater Noida , NCR Region and their performance. The following hypothesis was formulated and tested.

Ho: Designation and Income of the Teachers will not influence their level of stress and their performance in different Institutions.

Scope of the Study

The scope of the study is confined to Experienced Teachers only. Regarding the respondents, Teachers of Private Management Education Institutions of Greater Noida, NCR Region only were selected. The geographical area of the study was restricted to Greater Noida only. A modest step in the direction of pinpointing the need and importance of the managing stress and to study the stress level of the Teachers of B Schools was delimited to study.

Research Design

This is an empirical study based on survey method. This study was based mainly on primary data. The primary data was collected from the teachers of Private Management Education Institutions of Greater Noida City with the help of questionnaire. The secondary data were collected from the books, records and journals. By adopting convenience sampling, 200 teaching Faculties were selected. A pilot study was conducted with 10 respondents. The information contained in the questionnaire has been tested and the necessary changes were incorporated in the revised questionnaire in the light of experience gained in the pilot study. The questionnaire used in this study was constructed on Likert Scale Method 5-point scale (Excellent -5, Very Good-4, Good-3, fair-2 and poor-1). The stress level of Private Management Education Institutions of Greater Noida City was ascertained and analysis was made based on these scores only.

Framework of Analysis

Stress affects each of us differently. We each perceive demands and pressures differently and respond differently. Therefore, the individual differences among the employees as per their educational qualification, experience, and exposure will have attitudinal difference on their teaching performance. The understanding of the attitude level of teachers would help the policy makers to formulate such policies for the improvement in their performance and reduction of stress intensity of the teaching employees in future. In order to study the stress level of the respondents towards the organization factors, Factor Analysis is employed and SPSS has been used for the same.

Table 1: Communalities

	Initial	Extraction
Experience	1.000	.518
Qualification	1.000	.553
Cadre	1.000	.818
Salary	1.000	.547
Work_Condition	1.000	.642
Work_Pressure	1.000	.672
Cooperation_from_Colleagues	1.000	.509
Job_Insecurity	1.000	.573
Unrealistic_Expectations	1.000	.735
Ergonomic_Work_Design	1.000	.512
Quality_of_Work_Life	1.000	.665
Management_Policies	1.000	.608
Lack_of_Career_Advancement	1.000	.718
Extraction Method: Principal Component Analysis.		

Factor Analysis

The extraction communalities are useful as these are obtained using the extracted factors. Extraction communalities for a variable give the total amount of variance in that variable, explained by all the factors. In this paper 81.8 % of the variance in Cadre, 73.5% of the variance in Unrealistic Expectations, 71.8% variance in Lack of Career Advancement, 67.2% variance in Work Pressure, 66.5% variance in Quality of Work Life and 64.2% variance in Work Condition and 60.8% variance in Management Policies is explained by the extracted factors. The variable, which has low

Table 2: Total Variance Explained

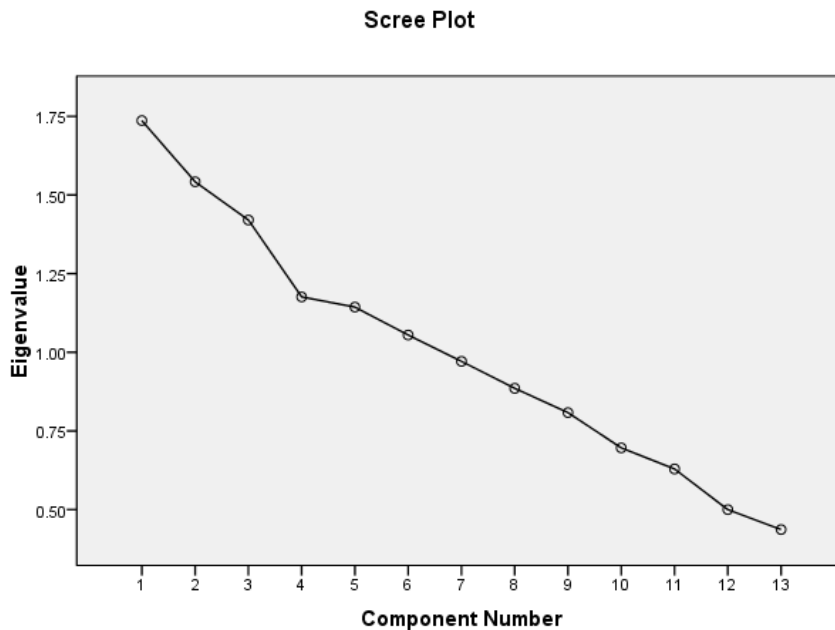
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.737	13.359	13.359	1.737	13.359	13.359	1.571	12.081	12.081
2	1.542	11.863	25.221	1.542	11.863	25.221	1.510	11.616	23.697
3	1.421	10.927	36.149	1.421	10.927	36.149	1.438	11.061	34.758
4	1.176	9.046	45.195	1.176	9.046	45.195	1.235	9.499	44.257
5	1.144	8.797	53.991	1.144	8.797	53.991	1.169	8.991	53.248
6	1.055	8.113	62.105	1.055	8.113	62.105	1.151	8.857	62.105
7	.971	7.471	69.576						
8	.885	6.811	76.387						
9	.808	6.217	82.603						
10	.696	5.355	87.958						
11	.629	4.838	92.796						
12	.500	3.845	96.642						
13	.437	3.358	100.000						

Extraction Method: Principal Component Analysis.

communality, it means that the extracted factors are not able to explain much variance in that variable. Such variable may be dropped from the model.

In the above table 1.2 summarizes the total variance explained by the Factor Analysis and gives an indication about the number of useful factors. This table has three parts. The first part, titled Initial Eigenvalues give the variance explained by all the possible factors. There are a total of 13 factors, which is same as the number of variables entered into the Factor Analysis. The first column under Initial Eigenvalues gives the Eigenvalues for all the possible factors in a decreasing order. This is followed by the variance as a percentage of all the variance and cumulative variance. The total variance explained is equal to the total number of factors. The percentage of variance for the first factor will be same as its Eigenvalues divided by total variance.

Figure 1: Scree Plot



The second part, titled Extraction Sums of Squared Loadings gives information for factors with Eigenvalues greater than 1. The figure under the column Cumulative % in this part indicates that the three extracted factors explain 62.105% of the variance.

The last part titled, Rotated Sums of Squared Loadings gives the information for extracted factor after rotation. In this only the relative value of Eigenvalues has changed, the cumulative percentage remains the

same. There are only six factors with Eigenvalues greater than 1 suggesting a six-factor solution.

The scree plot shown above is another way of identifying the number of useful factors. We look for a sharp break in sizes of Eigenvalues which results in a change in the slope of the plot from steep to shallow. We can see that the slope of the scree plot changes from steep to shallow after the first six factors. The Eigenvalues also drops from 1.055 to less than 1 when we move from factor 6 to 7. This suggests that a six-factor solution may be the right choice.

Table 3: Component Matrix^a

	Component					
	1	2	3	4	5	6
Experience	.355	.586	-.078	.195	.065	.029
Qualification	.332	.312	.423	.079	-.049	-.397
Cadre	-.235	-.018	.106	-.017	.856	.135
Salary	.181	.214	.329	.074	.008	.596
Work_Condition	-.555	-.302	-.137	.413	.228	-.045
Work_Pressure	.458	.038	-.296	.576	-.038	.197
Cooperation_from_Col-leagues	.285	-.109	.462	.316	.147	.284
Job_Insecurity	-.048	.223	-.646	-.010	-.206	.249
Unrealistic_Expectations	.633	.027	-.072	-.401	.367	-.183
Ergonomic_Work_Design	-.453	.483	.201	.092	-.036	.157
Quality_of_Work_Life	-.432	.545	.347	.014	-.141	-.204
Management_Policies	.101	-.069	-.051	.595	.078	-.481
Lack_of_Career_Advancement	.090	-.604	.460	.027	-.353	.093

Extraction Method: Principal Component Analysis.

a. 6 components extracted.

The table 1.3 titled Component Matrix gives the factor loadings before rotation is carried out. For each of the variables, we get a loading in each of the column representing factors. The variables are listed in the decreasing order of factor loadings. The extraction communalities presented in the second column of table 1.1 is a summation of the square of loadings on all the factors for a particular variable for example; the extraction communality value for experience in table 1.1 can be obtained as

$$(0.355)^2 + (0.586)^2 + (-0.078)^2 + (0.195)^2 + (0.065)^2 + (0.029)^2 = 0.518$$

Now we need to find the variable, which have high loadings on the factors for the next table. 1.4

Table 4: Rotated Component Matrix

	Component					
	1	2	3	4	5	6
Experience	.152	.409	.477	.252	-.008	.193
Qualification	.239	.587	-.189	.081	-.088	.317
Cadre	.017	-.108	-.031	.094	.892	-.037
Salary	.122	.073	.055	.678	.010	-.254
Work_Condition	.076	-.665	-.071	-.128	.283	.305
Work_Pressure	-.324	-.036	.417	.418	-.185	.427
Cooperation_from_Col-leagues	-.069	.066	-.258	.633	.100	.149
Job_Insecurity	-.082	-.207	.657	-.117	-.224	-.168
Unrealistic_Expectations	-.465	.662	.056	-.085	.253	-.085
Ergonomic_Work_Design	.669	-.124	.137	.119	.081	-.100
Quality_of_Work_Life	.802	.104	-.040	-.096	-.015	.027
Management_Policies	-.038	-.018	-.023	-.075	-.003	.775
Lack_of_Career_Advance-ment	-.211	-.161	-.685	.234	-.347	-.051

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 19 iterations.

Table 5: Component Transformation Matrix

Component	1	2	3	4	5	6
1	-.588	.676	.102	.353	-.198	.154
2	.663	.454	.588	.092	.032	-.019
3	.414	.271	-.749	.434	.071	-.019
4	.095	-.366	.139	.424	-.071	.808
5	-.162	.084	.061	.052	.974	.105
6	-.093	-.351	.246	.704	.022	-.558

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Once we obtain the variables corresponding to particular factors, we may give suitable names to the factors. In this case factor 1 comprises on variable Work Life; factor 2 comprises no significant variable; factor 3

comprises Job Insecurity; factor 4 comprises Salary; factor 5 comprises Cadre and factor 6 comprises Management Policies.

The table 1.5 titled Component Transformation Matrix is only for the purpose of providing information. This matrix is used for carrying out the rotation. It is of no use for the interpretation of results

Findings

There is a significant relationship in the attitude of respondents belonging to different educational qualification, exposure and the as per the Private Management Education Institutions of Greater Noida, NCR Region. No significant relationship is found in the attitude of respondents belonging to different age groups, educational status, designation, and income level with the different selected Management schools of Greater Noida, NCR Region.

There is no significant relationship between the stress levels of the respondents belonging to different designation and income towards the performance at work in Private Management Schools Greater Noida, NCR Region.

The variations in the stress level was high among teaching faculties, respondents fall in group of above 45 years, along with this the respondents belonging to Doctorate Degree with more than 20 years of experience along with research and industrial exposure, having below Rs.60000 monthly income in Private Management Education Institutions of Greater Noida, NCR Region which was not as per the service quality of professional requirement. 40%, 35% and 25% of the respondents had good, fair and poor attitude respectively with the Private Management Education Institutions of Greater Noida, NCR Region.

About 39%, 35% and 26% of the respondents had good, fair and poor impact respectively with the working conditions of the Private Management Education Institutions of Greater Noida, NCR Region.. 37%, 46% and 39% of the respondents' attitude with the trustworthy of management policies, safe career and career growth with such private management schools and faculty development and the up gradation of knowledge to respond to recent changing scenario was good.

About 38%, 35% and 27% of the respondents had good, fair and poor stress level respectively with the current conditions provided to faculty in Private Management Education Institutions of Greater Noida, NCR Region. 41%, 39% and 20% of the respondents feel stress due to work pressure and due to organizational factors, as attention to specific

needs of the teaching faculties and importance given to teachers of Private Management Education Institutions of Greater Noida , NCR Region was respectively good.

About 43%, 31% and 26% of the respondents had good, fair and poor cooperation from other employees and the ratio of interpersonal relationships can cause considerable degree of stress among employees, especially the ones with a high social need. 45%, 36%, 43% and 47% of the respondents' attitude with the maintain the interpersonal relationship , devotional attitude, sincerity towards the professional ethics leads to performance and stress level of teaching faculties of private Management Education Institutions of Greater Noida , NCR Region respectively was good.

About 40%, 29% and 31% of the respondents had good, fair and poor attitude respectively Losing one's job, or just the threat of it, can cause a great deal of stress in Private Management Education Institutions of Greater Noida , NCR Region was on rise. 49%, 35%, and 44% of the respondents are the set of expectations associated with a particular position. These expectations are inherited by each employee that fills the position. Often, these expectations are beyond any written rules of an organization and are rarely clear-cut or spelled out respectively was good.

About 44%, 34% and 22% of the respondents had good, fair and poor attitude respectively with ergonomic work design leads to reduction in the quality or quantity of work produced affects on the productivity of the work. 48%, 51%, and 43% of the respondents' attitude with the physical facilities, up to date equipments and update communication material respectively was good.

34%, 31% and 35% of the respondents had good, fair and poor attitude respectively with work life which leads to reduce in morale of employees and leads to stressful environment. 35% and 39% of the respondents' attitude with the creativity and innovativeness and technical skills leads to reduce stress respectively was good.

About 31%, 32% and 37% of the respondents had good, fair and poor attitude respectively with the pressures of the workplace surpass workers' abilities to handle them. 35%, 38% and 43% of the respondents' attitude with the communication with management respectively was poor.

41%, 32% and 27% of the respondents had good, fair and poor attitude respectively with the understanding of management policies and the ability of tackle stress in Private Management Education Institutions of Greater Noida, NCR Region. 39%, 41% and 52% of the respondents' attitude with

the respectively was good.

47.33%, 36% and 16.67% of the respondents are satisfied, partially satisfied and dissatisfied respectively towards the job related causes. 30 per cent of the teaching staff who are fresher and 17.33 per cent of the professionals with higher experience had higher the percentage of stress level due to job related factors.

Suggestions

About 34 per cent of the respondents had problems with the pay package which leads to stress and affects their performance. Hence, the use of maximum efforts of Management of Private Management Schools should be made to follow the pay scale as per competent authority scales and the teaching staff should be informed about that pay scale at the time of joining the institute that the pay package is just and fair and according to their experience and qualification which helps to overcome this problem.

About 46 per cent of the respondents feel that the working environment is biased, unsafe and stability of job for the teachers is uncertain. This problem can be rectified by the efforts of the Management efforts to find out matter and find solutions, which may retain the good teachers for a longer time.

CONCLUSION

As per study, in the Private Management Education Institutions of Greater Noida, NCR Region stress level of teaching faculties can be reduced and their turnover, absenteeism level can be improved, if the management Institutes cultivate a friendly social climate, provide monetary incentives as per the education qualification and experience instead of tenure of their service, Provide opportunities for social interaction among employees and with the management regarding their policies. Establish a zero-tolerance policy for harassment, Make management actions consistent with management values. Private Management Institutes should consult their employees give workers opportunities to participate in decisions that affect their jobs. Consult employees about scheduling and work rules. Be sure the workload is suitable to employees' abilities and resources. Make sure that the promotions and the pay package is just and fair not on basis of seniority. Make sure and create that the employee stability in service. This is to ensure that the problem of their resistible behavior of looking for new opportunities and lack of devotion to the work place get reduced. Show

that individual workers are valued. Encouragement to attain new skills, attend faculty development programs, workshops, Symposia, Conferences, monetary aid to attend the National and International Trainings or for presentation of call of paper which motivates the teaching faculties to focus on their career advancement and encourage them to be stable in the Institute. Stress buster techniques should be focused in the Private Management Institutes in form of Yoga, Games, Meditation, Get together with the Top Management and Workplace stretches.

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