

# Analysis of Organizational Role Stress Among Teachers in Government and Private Universities in Haryana State

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**Abstract:** *Purpose:* The main purpose of the study is to analyze the organizational role stress among teachers in government and private Universities in Haryana state. *Design/Methodology/Approach:* The study was descriptive in nature and used Organizational Role Stress (ORS) scale developed by Pareek (1993). With the help of this instrument, a sample of 597 respondents collected from university teachers were examined to analyzed the ORS. *Statistical Tools Applied:* Statistical analysis covered estimation of Mean, Standard Deviation, Independent Sample T-test. *Findings:* The study revealed that there is a significant difference between government and private university teachers. *Limitations:* This study was limited only in Haryana state.

**Keywords:** Haryana, Organizational Role Stress (ORS), Teachers, Universities.

## I. INTRODUCTION

### *Concept of Stress*

Stress has been widely studied and the related concepts have been developed based on the studies. The concept of *Stress* originally derived from the field of psychology, which was developed into a broadly used idea in organizations and usual day to day life (Agarwala et al., 1979) [1]. Hans Selye who is the father of stress defined stress in 1936 as “*the non-specific response of the body to any demand for change*” (Selye, 1936). And in 1979 he explained that “*stress is a ‘perception’ of the demands that are imposed upon us because there are too many alternatives*” (Selye, 1979) [2]. To elucidate stress in conceptual form is the most difficult task, which is one of the foremost problems of various analyses. Stress being a matter of concern is becoming a major topic to discuss by the various experts. When people experience different expectations from others or demands from the physical/psycho-social environment or outer

environment, where they are not capable to respond efficiently, an endeavour is required to cope up with the condition.

“*Teaching is not intrinsically stressful in the same way as the job of a bomb disposal officer’ commented by Cary Cooper, Professor of University of Manchester’s Institute of Science and Technology*” [3]. During the various studies that have been carried out at different times and in various circumstances, it becomes difficult to summarize the topic stress since the perceptions and analyses may differ from study to study and from person to person at various points of time. Stress is not a single source of study. It is thus used as an “Umbrella Concept” since in this study there are n numbers of variables, and while studying the stress we have to analyze all those supporting factors which may affect on the individual even minutely, be it psychological changes, medical changes, social changes etc. During the study of the umbrella concept, all the internal, as well as external variables, are taken into account and they play a very important role, thus cannot be neglected. For example physiological changes like high blood pressure, headaches, weakness, faster heartbeat, sexual problems, mental disorders, work satisfaction, absenteeism, low efficiency, social life experience, violence and even accidents (Buunk, de Jonge, Ybema & Wolff, 1998).

## II. LITERATURE REVIEW

A literature review can be just a simple summary of the sources, but it frequently has an organizational pattern and thus it combines both abstract and synthesis. A summary or abstract tends to be a recap of the significant information of the source, but a synthesis is the reallocating of the information. It might present a new understanding of old material or merge new with old interpretations. Role stress has acquired a lot of research attention. Studies have been carried out from various fields like academic, medical, business, psychological, sociological etc. This section presents a review of the literature.

*A. Studies at the International Level*

Bakr et al. (1995), conducted a 'Study on Occupational stress in different organizations: a Saudi Arabian survey' [4]. The purpose of this study was to investigate the level of stress in different organizations in Saudi Arabia and also the level of stress with respect to nationality, age, type of organizations, tenure, and organization size. In the case of nationality, the researcher classified it into four subcategories i.e. Saudis, Arabs, Asians, and Westerners. In case of types of the organization further, it was categorized into three i.e. public, semi-private, private, size of organizations includes small, medium and large. The researchers collected a sample of 442 employees from 23 different organizations to assess the level of stress. The researchers used snowball and non-probability sampling for collecting the data. The results of the study reported that limited knowledge about the performance evaluation created stress among the employees working in private organizations as compared to public organizations. In the case of nationality, the Saudi employees had the highest level of stress, while westerners faced the lowest level of stress. Arabian employees and Asian employees resided in second and third level of stress respectively. In case of experience, the employees with six to ten years of experience faced the highest level of stress while employees less than thirty years of age had a low level of stress. The researchers also found that there was a significant opposite relationship between stress level and education level.

Lewig and Dollard (2001) conducted a study on Australian newspapers related to organizational role stress [5]. The researchers analyzed the Organizational Role stress articles published in Australian newspapers. The researcher found that most of the articles were related to more stress in the public sector. The study also reported that public sector employees faced more stress as compared to the private sector. The results of the study also revealed that the number of stress claims in the Australian Public Sector was higher than those in the private sector.

Macklin et al. (2006), surveyed 84 public and 143 private-sector employees to analyze stress levels [6]. They revealed that there was no significant difference between public and private employees, but according to gender-wise analysis, the researchers found that females employees faced more stress as compared to males.

D'Aleo et al. (2007), studied a sample of 559 public and 105 private-sector employees and concluded that public sector employees were more stressed as compared to private sector employees [7].

Malik (2011), the researcher surveyed 200 bank employees in Quetta, Pakistan, out of which 100 from public sector banks and 100 from private sector banks [8]. The researcher concluded that there was a significant difference in the level of stress of two categories. Public sector bank employees experienced a higher level of stress compared to private sector bank employees.

*B. Studies at the National Level*

Ahmad et al. (1985), conducted 'A Study of Stress among Executives' [9]. The researcher used ORS scale and surveyed 30 executives from the public and private sector and found that only three-dimension (role isolation, role ambiguity, and self role distance) poses significant difference between public and private executives. The researchers also analysed that there was an insignificant effect on various variables like age, marital status, work experience etc. on the stress level.

Bano and Jha (2012), the researchers conducted a 'Study in India to Investigated the Differences of Perceived Organizational Role Stress among Employees in the Private and Public Sector' [10]. The researchers collected a sample of 302 employees from both the private and public sector. The researchers collected the data from the employees who worked in treasury board, Pashupati oil mills and tata motors. The researchers used Organizational Role Stress scale by Udai Pareek (1983) for analyzing the data. The results of the study revealed that Role Erosion was the most significant stressor and Resource Inadequacy the least significant stressor. The researchers also found that there was no significant difference in the level of organizational role stress between the public and private sector employees. The researchers also reported that two factors (adequate education and work experience) most influenced the organizational role stress.

Siddiqui (2012-13), the researchers conducted a study on 'Occupational Stress in Teachers: A Comparative Study of Public and Private Schools in Hyderabad City' [11]. The aim of this paper was to analyze the stress among teachers from public and private schools in Hyderabad city. The researcher collected 180 responses from school teachers. Out of this, 90 were from public school and 90, from a private school. The researcher used the Occupational Stress Scale developed by Sohail and Khanum (2000) for analyzing the data. The researcher used various techniques like mean, standard deviation and t-test. The study revealed that public school teachers experienced more stress as compared to private school teachers in Hyderabad city.

Ramanathan and Mohan (2014), the researchers conducted a 'Study on Occupational Stress: A comparative Study of Employees in Public and Private Sector Banks in Tamil Nadu' [12]. The aim of the paper was to identify the occupational stress of the employees of public and private sector banks. The researchers had selected three public sector banks and three private sector banks. The researchers collected 537 responses from the bank employees of both public and private sector. Out of this, the researcher had taken 411 employees from public sector banks and 126 from private sector banks for the purpose of the study. The researchers used various techniques (chi-square, ANNOVA, regression) for analyzing the data. The researchers found that the level of occupational stress among the employees of public and private sector banks was the same.

Tudu and Pathak (2014), wrote a paper 'Comparative Study of Occupational Stress among Public and Private Sector Bank Employees of India: Research Review' [13]. The aim of this study was to understand the factors that created occupational stress experienced by the employees working in public and private banks of India. For collecting the data, the researchers had selected the region i.e. Delhi, Noida and Gurgaon, metropolitan cities. The researchers administered 300 questionnaires. Out of this only 230 employees responded. The researchers used the Organizational Role Stress Scale (ORS Scale) developed by Udai Pareek (1983) and this included 10 sub stressors which were used for measuring behaviours associated with each role stressor. With the help of Two-tailed T-test, the means of both the sectors was observed that private bank employees experienced a higher level of stress as compared to public banks employees.

Chandra and Bajaj (2014), conducted a 'Comparative Study Between Government and Private School Teachers in Delhi city' [14]. In this study, the researchers observed that the female teachers in private school were overburdened as compared to male teachers. From the results, the researchers found that the female and the male private teachers were more stressed as compared to the government male and female teachers.

Ganapa and Sreedevi (2015), conducted 'A Comparative Study of Work-Related Stress among Government and Private School Teachers of Kurnool Town' [15]. In this study, the researchers' aim was to identify the stress among teachers from both private and government school in Kurnool town. The researchers collected 180 responses from both the school teachers. Out of this, 86 were government school teachers and 94 were private school teachers in Kurnool town. The researchers selected two private schools and 4 government schools for the study. Pretested semi-structured questionnaire was used. The results revealed that there was a significant difference between private school teachers and government school teachers with respect to system and personality factors. The researchers found that there was no significant difference in interpersonal factors. The researchers also concluded that private school teachers showed more symptoms of stress as compared to government school teachers.

Singh (2015), conducted a study on 'Organizational Role Stress among Government and Private School Principals' [16]. In this study, with the help of stratified sampling, 200 govt. and private school principals were selected. The results revealed that private school principals experienced higher organizational stress than the Government school principals.

Shobana et al. (2016), conducted an 'A Comparative Study on Occupational Stress among Women Working in Government and Private Sector' [17]. The aim of this study was to investigate the occupational stress among females employees working in both the private and government sector. The researchers collected the data of 180 working women. Out of 180, the researcher selected sample of 90 responses from both government and

private sector women and rest 90 responses were selected from each sector and further divided into three categories of a lower, middle and upper socio-economic group comprising 30 samples in each group. The researchers used Statistical test and two-way ANOVA for data analysis. The researchers found that there was a significant difference in stress level between working women in government and private sectors, in other words, the researcher revealed that working women of private sectors in Allahabad city were highly stressed as compared to Government sector women.

The literature review reveals that in an international scenario as well as in India, research on stress and burnout have been conducted across the industries but a very inadequate number of studies have been undertaken which have been carried out to observe the magnitude of stress and anxiety among teachers and how these have been disturbing the health of teachers functioning in universities in India.

### III. RESEARCH METHODOLOGY

#### *Research Gap*

As the competition is increasing the organizational role stress is becoming a matter of focus. Public and private institutions are finding their means to survive and ultimately the pressure of performance is on teachers. The teachers are not only expected to teach but also do other administrative work, as well as to conduct research. The responsibility of multitasking puts different types of pressure on the teachers to perform. Now the organizational role stress has become an integral part of the jobs. The degree of stress may differ in different types of organizations. Many studies in the past have shown that the role and duties are well defined in the public sector organizations. So the expected stress is low. Whereas, in the private sector organizations, the climate is different as the role and responsibilities of teachers are not well defined. In the private sector especially, job security is one of the major threat. The literature review suggests that the studies have covered the areas of research on Organizational Role Stress with respect to the medical sector, Banks, IT industry, Schools, colleges, NGO's, Power Sector, Manufacturing Sector, etc. but the researcher was unable to find any study on organizational role stress among the members of higher education institutions in the state of Haryana.

### IV. OBJECTIVE OF THE STUDY

To analyze the organizational role stress among teachers in government and private universities in Haryana state.

### V. RESEARCH HYPOTHESIS

There is a significant difference in the Organizational Role Stress between the teachers in Private and Government Universities of Haryana state.

## VI. SCOPE OF THE STUDY

The study is specifically designed to study the organizational role stress among the teachers working in different government and private universities in the state of Haryana only. There is a rationale for selecting the one state in the country. The private universities are established under the state act of the universities. In the other states, the state act to establish the private universities would be different, that may affect the functioning of the universities and may create differential stress upon the teachers. All universities established in Haryana are under the same university act and their establishment procedure and functioning would be same.

The institutes of higher education in the state of Haryana have been divided into four divisions – Ambala division, Hisar division, Gurgaon division and Rohtak division. Each division has public and private universities. In total, there are 14 state universities, 1 central university, and 20 private universities in Haryana state. Out of those 10 state universities, 1 central university and 9 private universities having a functioning period of five years or more than that have been selected for the present study. The data from remaining few universities could not be obtained due to unavailability of teachers, scarcity of teachers and unwillingness on part of teachers to participate.

## VII. RESEARCH DESIGN

The study will be descriptive in nature and is based on the field survey and on the basis of interviews to be held with Universities teachers and Google form.

## VIII. RESEARCH INSTRUMENT

The researcher used the Organizational Role Stress (ORS) questionnaire by Pareek (1983). The ORS is measured on a five-point scale.

## IX. DATA COLLECTION TECHNIQUES AND SAMPLE SIZE

For the study, both primary and secondary data has been used widely. The secondary data which primarily contains the list of teachers working in various public and private universities. The data on the list of teachers working in different public and private sector universities were collected from the website of UGC, the establishment department/offices of universities. The researcher collected sample of 597 university teachers in Haryana with the help of snowball sampling. The most appropriate technique used for the data collection was multistage cluster sampling out of 597, the researcher collected a sample of 456 from government university teachers and 141 from private university teachers.

## X. RESULTS AND CONCLUSION

The objective of the study is to compare the organizational role stress among Government and Private Universities in the state of Haryana. The organizational role stress among teachers working in public and private universities is not expected to be same. A teacher in government sector universities performs different roles besides teaching. Teaching is only one of the role played by them. Other than this, a teacher has to work as an administrator, mentor and counsellor, and admission agent also. Whereas in a public sector university, the prime work of a teacher is teaching and research and disseminating the knowledge acquired through research. Therefore, it is quite obvious that the priorities of public and private universities are different. Therefore, it may be expected that the organizational role stress may vary with the type of university a teacher is working with.

To examine the effect of type of university on the ORS and its components, independent sample t-test was used. The following hypothesis was formulated –

*Ho (e): The mean stress was the same among public and private university teachers.*

*H1 (e): The mean stress was not the same among public and private university teachers.*

- Table 1 exhibits the results of independent sample t-test to compare the significance of differences between the stress among private and public sector university teachers. In the test, overall organizational role stress and its 10 components were used as the independent variables and the university type was used as an independent variable or factor variable.
- The mean score of Inter-role Distance (IRD) related stress for government and private university teachers was 7.60 and 7.72 respectively. The IRD stress among government universities and private universities teachers was not significantly different as  $t = .30$ ,  $p = .76$  was not significant, suggesting that the mean of IRD related stress among the government university teachers and the private university was not significantly different.
- The mean score of Role-stagnation (RS) for government universities and private universities teachers was 7.12 and 7.41 respectively. The RS stress among government teachers and private universities teachers was not significantly different as  $t = 0.79$ ,  $p = .43$  was highly insignificant, suggesting that the stress caused by RS among private universities teachers was not significantly different from the government universities teachers. Role stagnation stress was the same among private universities teachers and government universities ones.
- The mean score of Role expectations conflict (REC) for government universities and private universities teachers

was 5.96 and 6.23 respectively. The REC stress among government universities and private universities teachers was not significantly different as  $t = -.77, p = .44$  was found to be insignificant, suggesting that the REC stress among the private universities teachers and government university teachers was not significantly different.

- The mean score of Role-erosion (RE) for government universities and private universities teachers was 7.77 and 7.93 respectively. The RE stress among government universities teachers and private universities teachers was not significantly different as  $t = 0.48, p = .63$  was highly insignificant, suggesting that the stress caused by RE among government universities teachers and private university teachers was not significantly different.
- The mean score of Role-overload (RO) for government universities and private universities teachers was 6.75 and 6.84 respectively. The RO stress among government universities teachers and private universities teachers was not significantly different as  $t = -.22, p = .83$  was not significant, suggesting that the stress caused by RO among government universities and private universities teachers was not significantly different.
- The mean score of Role-isolation (RI) for government universities and private universities teachers was 7.13 and 7.32 respectively. The RI stress among government universities teachers and private universities teachers was not significantly different as  $t = 0.49, p = .62$  was highly insignificant, suggesting that the stress caused by RI among government universities teachers was not significantly different from private universities teachers. The RI stress was the same in private universities teachers and government universities teachers.
- The mean score of Personal-inadequacy (PI) for government universities and private universities teachers was 6.41 and 6.77 respectively. The PI stress among government universities teachers and private universities teachers was not significantly different as  $t = 1.03, p = .30$  was insignificant, suggesting that the stress caused by PI among government universities teachers was not significantly different from private universities teachers.

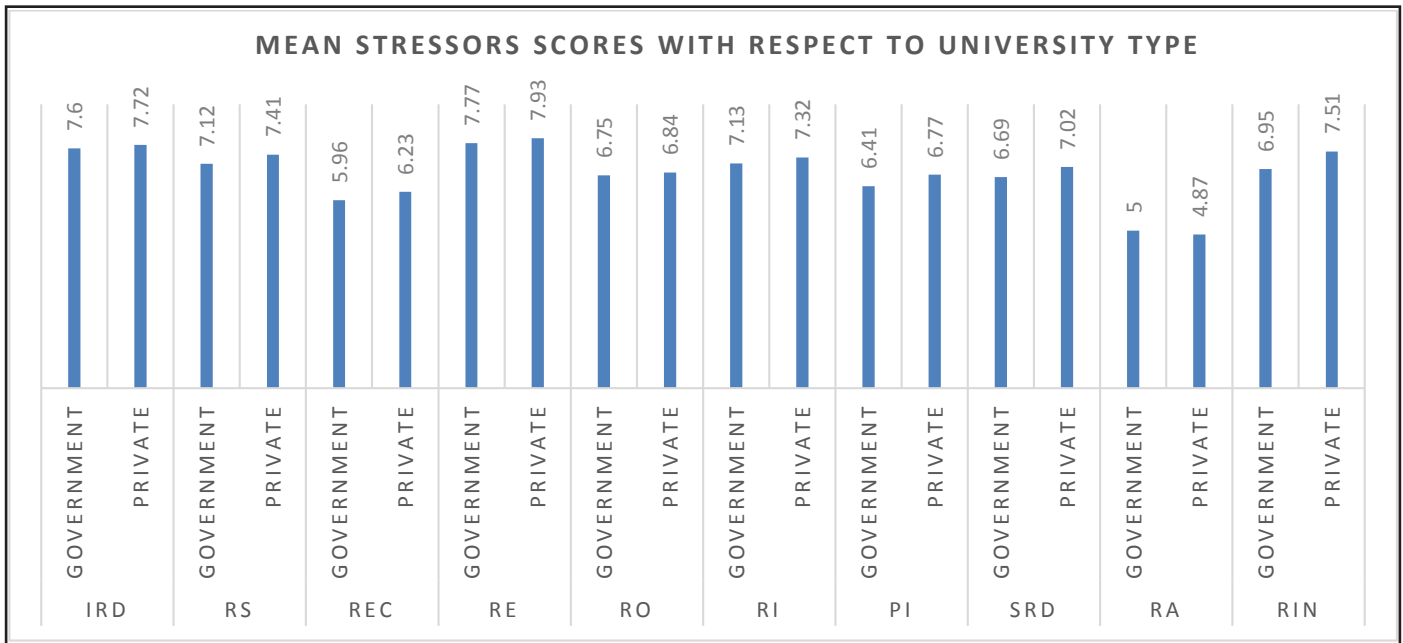
- The mean score of Self-role distance (SRD) for government universities and private universities teachers was 6.69 and 7.02 respectively. The SRD stress among government universities teachers and private universities teachers was not significantly different as  $t = 0.88, p = .38$  was insignificant, suggesting that the stress caused by SRD among private universities teachers was not significantly different from the government universities teachers. SRD stress was the same among private universities teachers and government universities ones.
- The mean score of Role-ambiguity (RA) for government universities and private universities teachers was 5.00 and 4.87 respectively. The RA stress among government universities teachers and private universities teachers was not significantly different as  $t = 0.33, p = .74$  was highly insignificant, suggesting that the stress caused by RA among government universities teachers was not significantly different from private universities teachers. The RA stress was the same among private universities teachers and government universities teachers.
- The mean score of Resource inadequacy (RIn) for government universities and private universities teachers was 6.95 and 7.51 respectively. The RIn stress among government universities teachers and private universities teachers was not significantly different as  $t = 1.44, p = .15$  was not significant, suggesting that the stress caused by RIn among government universities teachers was not significantly different from the government universities teachers.
- The mean score of overall organizational stress (ORS) for government universities and private universities teachers was 71.39 and 66.02 respectively. The ORS stress among government universities teachers and private universities teachers was not significantly different at 5% level of significance  $t = 1.81, p = .07$  but significant at 10% level of significant, suggesting that the overall organizational stress among government universities teachers was significantly different from private universities but weakly significant. The organizational role stress was slightly higher among private universities as compared to government universities.

TABLE I: T-TEST FOR THE DIFFERENCE IN THE ORGANIZATIONAL ROLE STRESS BETWEEN PUBLIC AND PRIVATE UNIVERSITY TEACHERS

Stressor	Type of University	N	Mean	SD	t-Stat	Sig. (2-tailed)
IRD	Government	456	7.60	4.40	0.30	0.76
	Private	141	7.72	3.79		
RS	Government	456	7.12	4.17	0.79	0.43
	Private	141	7.41	3.72		
REC	Government	456	5.96	3.74	-0.77	0.44
	Private	141	6.23	3.61		

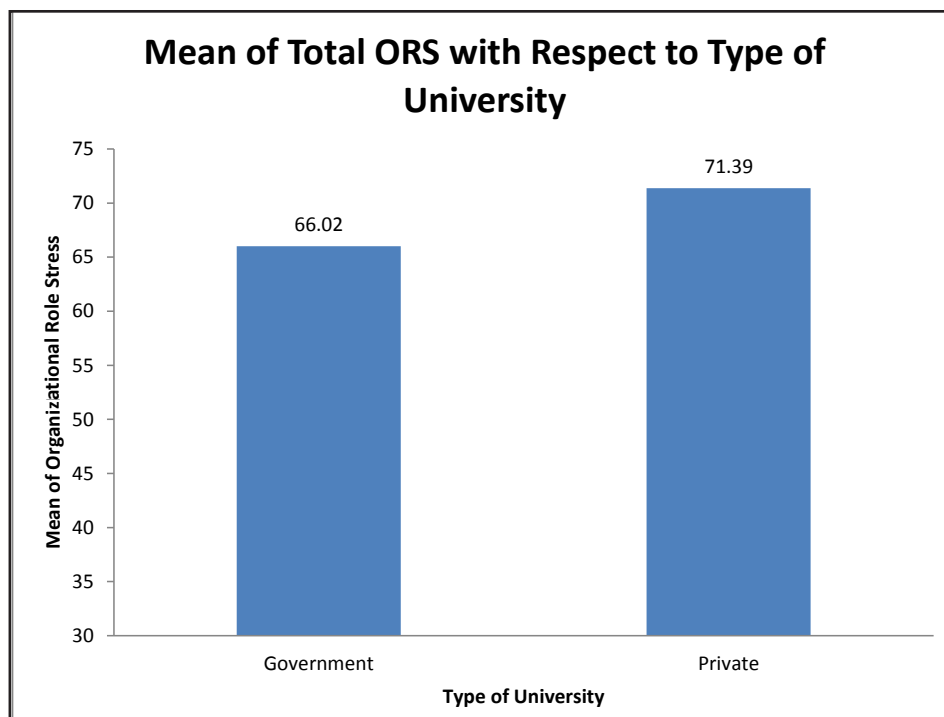
Stressor	Type of University	N	Mean	SD	t-Stat	Sig. (2-tailed)
RE	Government	456	7.77	3.94	0.48	0.63
	Private	141	7.93	3.37		
RO	Government	456	6.75	4.35	-0.22	0.83
	Private	141	6.84	4.27		
RI	Government	456	7.13	4.08	0.49	0.62
	Private	141	7.32	3.79		
PI	Government	456	6.41	3.72	1.03	0.30
	Private	141	6.77	3.36		
SRD	Government	456	6.69	3.83	0.88	0.38
	Private	141	7.02	4.01		
RA	Government	456	5.00	4.27	0.33	0.74
	Private	141	4.87	3.82		
RIn	Government	456	6.95	4.58	1.44	0.15
	Private	141	7.51	3.81		
ORS	Government	456	66.02	31.53	1.81	0.07
	Private	141	71.39	28.24		

Source: Compiled by Researcher



Source: Compiled by Researcher

Fig. 1: Mean Stressors Score With Respect to Type of University



Source: Compiled by Researcher

Fig. 2: Mean Score of Total ORS With Respect to Type of University

## XI. FINDINGS

The organizational role stress among teachers working in public and private universities is not expected to be same. A teacher in private sector universities performs different roles besides teaching. Teaching is only one of the role played by them. Other than this, a teacher has to work as an administrator, mentor and counsellor, and admission agent also. Whereas in a public sector university, the prime work of a teacher is teaching, research, and disseminating the knowledge acquired through research. Therefore, it is obvious that the priorities of public and private universities are different. Therefore, it may be expected that the organizational role stress may vary with the type of university a teacher is working with. To examine the effect of type of university on the ORS and its components, independent sample t-test was used.

The mean score of overall organizational stress (ORS) for Government universities and Private universities teachers was 71.39 and 66.02 respectively. The ORS stress among government universities teachers and private universities teachers was not significantly different at 5% level of significance  $t = 1.81$ ,  $p = .07$  but significant at 10% level of significance, suggesting that the overall organizational stress among government university teachers was significantly different from private universities but weakly significant. The organizational role stress was slightly higher among private universities as compared to government universities. This might arise because of job insecurity in the private university teachers. Due to lacking proper resources,

increment in salaries, grade system, fringe benefits (like medical allowances, house rent allowance, medical facility, children education, Loan facility, limits of EPF etc.) were some benefits which were not credited to the teachers of private universities. The results of the present study also found that there were also no significant differences between public and private universities teachers in all the dimensions of role stressor (IRD, RS, REC, RE, RO, RI, PI, SRD, RA, RIN).

There are some studies which are totally inconsistent with the results of the present study. Like the studies of D'Aleo et al. (2007), Malik (2011). These studies were from various sector like medical sector, banking sector, education sector etc. The results of these studies reported that the level of stress was higher in government sector as compared to the private sector, which was opposite and inconsistent with the results of the present study.

*There is a significant difference in the Total Organizational Role Stress between the teachers in Private and Government Universities of Haryana state.* The overall organizational stress among government universities teachers was significantly different from private universities but weakly significant. The organizational role stress was slightly higher among private universities as compared to government universities. In the case of private and government university, the above study revealed that private university teachers faced slightly higher level of organizational role stress as compared to government university teacher. *Thus study accepted the hypothesis.*

## XII. LIMITATIONS

- The place of study is only in one state i.e. Haryana.
- Only universities are included not colleges, schools and institutions.
- The respondents might also be subjective in giving their judgment.

## XIII. SUGGESTIONS AND RECOMMENDATIONS

The government can provide autonomy to the employees of private universities so that they can work efficiently and without fear of job insecurity.

The stress level in private universities can be varied if the job security becomes no more an issue of concern, so that the employees may work in their respective departments without the fear of losing a job. Thus conducting a study on this basis may deliver various results to analyze the stress level with various other variables keeping the job parameter constant.

Similar Study can be conducted in various universities in other states of the country. The observation of stress level may vary from place to place as the literacy rate, culture and stable of economy vary from state to state and accordingly there might be a difference in the stress level of teachers. The study carried out considering various states may provide a wider view of ORS among teachers.

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