

A STUDY ON STRESS MANAGEMENT AMONG PRIVATE SCHOOL TEACHERS IN SALEM CITY

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ABSTRACT

Stress simply means the strain or unpleasant feeling and worries that an individual perceives when facing with contradicting demands or tasks beyond his capabilities. It's a psychological and physiological response to events that disturbs person's equilibrium when facing a threat. In general stress has negative connotation, but in reality stress has both positive and negative effects. In the modern work environment, stress is unavoidable. In a work environment it is essential to have a reasonable degree of pressure in order to complete the work within the prescribed time limit. If the individual perceives moderate level of stress in the work environment that stress is served as a motivator in accomplishing the task assigned to him, that moderate level of stress will help the organization to fulfill its goals and it improves the performance of employees and productivity of the organization. On the contrary if the level of stress perceived by the employee is high it has an adverse effect on the individual and on his family and in the organization as well.

Introduction

Stress is an inseparable part of human life. Each and every individual realizes and faces the problem of stress at every walk of life. It affects all the sections of society such as poor, rich, children, aged people, literates and illiterates. We are living in a modernized highly sophisticated life style and the advancement of science and technology in present days necessitates the changes in all the sections of the society. The advancement of science and technology has brought many changes not only in the life style but has made tremendous changes in the nature of job as well. At present, the day to day affairs of an individual become

complex in nature. As a result the human being irrespective of field has to learn new techniques and technology to cope with the changing circumstance. This situation causes stress within the individual and the society in general. In today's world every individual will have stress at any one point and it is unavoidable with regard to job in current scenario.

We do not have a precise definition regarding stress. People perceive it differently. An individual differs from one another. All people are exposed to different situations and have their own problems. The foremost thing is how an individual handles the situations and approaches the problem at the particular

moment. It is not necessary that one situation that creates stress to one person may cause stress to another. For one individual learning of new technology or new information may not create any stress within him. The reason behind this is he is ready to acquire technology or information willfully. But for another individual it may create stress due to unwillingness to learn new technology or information.

A stress has two effects, one is positive and another one is negative effect. Stress may be a good friend when an individual has the ability to manage it or it may be a worst enemy when an individual is prepared to tackle the situation tactfully. It has a positive effect in a work environment when one has to complete the work in time, which necessitates the time limit within which he or she has to complete the work. This time limit creates some degree of stress within him and this stress is a must in order to complete the work successfully. A positive stress will help the individual to accomplish the task and pave way of the development of the individual. When one has positive stress he will have a positive attitude. It has a negative effect when an individual is facing undue pressure in the work environment that ultimately leads to depression towards the work.

One can't measure the intensity of stress. Stress may affect the individual physiologically and psychologically. Physiological symptoms are those changes that result in thing such as over smoking, indigestion, sleeplessness, drinking, and headache etc. psychological

symptoms are those changes, which occur in the mind that relates with feelings such as tension, anxiety, anger, irritability and not interested in doing any work.

The factor that causes or influences the stress is called stressors. It may be internal or external. If the stress occurs within the individual, it is called internal factors. When the needs or wants of the individual are not fulfilled, that unsatisfied needs serve as a stressor and cause stress within the individual. As an individual has to interact with different environments such as social, political, economic and organizational environment, the uncertainty in the above environments creates stress within the individual and such factors are known as external factors.

Statement of the Problem

All the professions will have stress and teaching profession is not an exception. But the degree of stress will vary from one profession to another. Advancement of science and technology, growth of intense competition and adoption of new techniques has made a new dimension in the field of education. This has necessitated the study of stress management among school teachers. There are a number of factors which influence the stress level. It will differ from one position to another according to the post held by the individual within the same profession, his personality traits, experience and professional background.

A lot of research work is already conducted on stress in different fields, but only few research works have been done on educational field. Liberalization and advancement of science and technology in the country has made tremendous changes in educational field. We have two types of educational pattern government schools and private schools. At present we may have two types of teaching faculty. Teaching faculty who are getting government pay working in Government and Aided schools on permanent basis and those who are working in private schools getting management pay either permanent or on temporary basis. The teachers getting management pay experience a number of problems when compared with the faculty getting government pay. Our study is confined to the teachers working in private schools in Salem City study. The purpose of this study is to explore the sources of stress affecting the faculty members, its impact on their academic profession and satisfaction with different facts of the job and analyzing the coping strategies to be adopted by the teachers to reduce their stress.

Objectives of the Study

The following are the main objectives of the study

1. To study the theoretical background of the stress management.
2. To identify the sources of stress among the teachers working in private schools.
3. To analyze the findings and offer valuable suggestions to prevent and manage the stress.

Methodology

The study is analytical in nature based on survey method. Primary data for this study has been collected with the help of a well structured interview schedule. Secondary data has been collected from various books, journals, magazines and internet.

Sampling Design

For the study purpose schools were categorized into two categories such as CBSE and Matriculation schools situated in the Salem city. Totally more than ten schools are running in Salem City. The total size of population is more than five hundred. The researcher used Non-probability purposive sampling technique and fixes the sample size 150 respondents or teachers. The information is collected from the sample respondents through structured interview schedule.

Tools of Analysis

After the collection of primary data with the help of revised interview schedule, the data were summed up using tables and classification of tables was made for analysis. The following tools were adopted for further analysis such as simple percentage analysis and multiple regression analysis.

Limitations of the Study

Due to short period of time, only Salem City has been taken for this research study and all the other areas have not been considered.

This study considers only interview schedule method. It is suggested that case study

method can also be used for substantial findings in the study.

Review of Literature

Review of literature is an important aspect of any research work and this helps the researcher to obtain information about previous studies. Review of previous studies widens the knowledge of the researcher and in the light of the literature review the researcher can analyze and identify the gaps that exist between the past and present study. The Review of literature relating to different fields is given below.

Deepti Pathak (2012)¹ has found that negative correlation exists between organizational stress and job satisfaction level among employees; perceived organizational support as a powerful moderator lessens amount of stress experienced leading to higher job satisfaction.

Chin, Y.F. et al., (2012)² examines the relationship of role ambiguity, role conflict and role overload with work family conflict and employee health, role of supervisor's support on employee's health, work home conflict. The result explains that job stress characteristics have direct impact on work family conflict and employee's health in the organisation. Role ambiguity is found to be a significant predictor of work family conflict, role conflict and role overload is not found to be a significant predictor of work family .conflict. Interaction between role conflict and supervisor social support positively and significantly correlates with work family conflict. While relationship

between role conflict and co-workers social support negatively correlates with work family conflict, interaction between role conflict, role overload and supervisor social support moderate work family conflict; but interaction between job stress characteristics and co-workers social support did not moderate the effects of work family conflict. The study confirms that organisational social support moderates the effect of job with social support from supervisor and co-workers can help them to cope with stress.

Maheswari, S.U and N.R V. Prabha (2012)³ have studied the level of stress among the employees for class I, class II and class III of VST motors, Katpadi. The study analyses the role related variables namely inter role distance, role stagnation, role expectation conflict, role overload, role isolation, role erosion, personal inadequacy, self role distance, role ambiguity, role inadequacy. The study finds that inter role distance is the major role stressors for class I employees and role ambiguity is the lowest stressors. Role erosion arises from the feeling of being under employed, which is the stressor for class II employees and personal inadequacy and role isolation are the least stressors. For class III employees, role erosion arises out due to the feeling of being under employed and it is the major stressor. Personal inadequacy and role ambiguity are the least stressors. The study proves that majority of the employees have moderate level of stress followed by higher stress. Moreover they are vulnerable to various

individual factors of stress.

Mazumadr. H, et al., (2012)⁴ has examined the students stress during their college life. This shows that post graduate students are more susceptible to stress due to the increase in the responsibility than the graduate students. Experience of stress is more prevalent among females than males. Most of stress comes from future orientation. Post graduate students feel much more stress in physical or mental factor than the graduate students. College students feel relatively more stressors in the career aspect due to different reasons. Physical and mental effect is much higher in females than males due to over stress. One factor shows more dominant in male than female i.e., Job, while other stress factors such as family, relationship and social are more found in females than males. Violent behaviour, disturbed relationship, drug use, alcohol use, smoking and the like are the behavioural changes occurring during stress. Relationship disturbances are mainly affected by stress. Regarding physiological factors, anger and low satisfaction levels contribute highest and lowest percentages for the affected people. Depression, anger, anxiety and low self esteem 'are the: other factors which contribute stress among the students. There are different symptoms regarding psychosomatic factors and head ache is found in m re percentage which lead to major stress among the students. High blood pressure, head ache, ulcer, sleep problem have been observed during exam days. Students are scared about the study during exam days which result

in serious stresses among them.

Rajesh C Jampala (2012)⁵ has studied stress levels among the public and private sector employees using the variables such as demand, control, management, support, peer support relations, role and change. The analysis shows that employees of the private sector are facing more stress than employees of the public sector. There is a significant change in the stress level observed in the demand, control, relation, and role factors between the public and private sector employees. The employees of the finance sector are facing high stress than those of banking and insurance sector. They face more stress in demand and relation factors and banking employees face more stress in the change factor. Employees working in urban areas face little more stress than those in rural areas. Significant difference is observed in demand factor among them. Men face little more stress than women and they face stress with the demand factor where as women with control factor. Employees with less experience faced high stress than the experienced one. Demand, relation and role factor are the most common factors among them. Marketing staff face higher stress than administrative staff. Marketing staff have stress with demand and role factor than administrative staff. Employees having professional degree face more stress than employees with graduate and post graduate qualification. Graduates experience more stress than post graduate. Role and relation factors are found among the employees having different

qualifications.

Mangayarkarasi.K and Sellakumar. G.K (2012)⁶ has assessed the level of occupational stress and its impact on general health. The result of the study shows that there is a significant difference between high and low occupational stress groups on their general health. In the study employees scored higher in occupational scale and scored lesser in general health score. These two variables are negatively correlated. Both high and low occupational groups significantly differ in the level of general health. Female employees reported higher job stress in various dimensions. Job environment, work shift, time shortage in completing their work, management style, role ambiguity : and organizational climate influenced in increasing the level of stress. Study also reveals that employees have acquired mental and physical complaints such . as burnout syndrome, job dissatisfaction, depression, suicidal ideation, coronary heart disease, ulcer, musculoskeletal pain and other physical problems. Concentration, sitting in the same posture, listening, reasoning and continuous monitoring of the computers were the reasons for the increased score in the occupational scale. Work load and time pressure has the influence in stimulating the level of stress and consequently the health condition of the employee diminishes.

Syed Hussain Shah, et al., (2012)⁷ in their research titled "Impact of Stress on Employees's Performance: A Study on Teachers of Private Colleges of Rawalpindi" find that a positive

relation exists between the monetary reward and employee efficiency and the author has further investigated that there is a negative relationship between the organizational structure and employee efficiency and further it is found that there is no significant relationship between administrative support and employee efficiency.

Harish Kumar Tyagi and Mudasir Manzor Kirmani(2012)⁸ in their research titled "Effect of Type of School, Gender, Age, Qualification and Experience on role stress: An Empirical Study on Educational Administrators of Eritrea" have found that Five out of five variables such as type of school, gender, age qualification and experiences have significance differences on job stress. Government and private school principals/directors differ significantly in their stress level. Study indicates that there is significant difference in stress level between male and female. In terms of age, younger groups are more prone to experience Job stress than the older ones. The study further reveals that school principals vary in their stress level as their educational qualification varies, less qualified Principals are more stressed than their counter parts.

Arvind Hans, et al., (2014)⁹ in their research titled " A Study on Work Stress and Job Satisfaction among Headmasters: A Case Study of Bilingual Schools in Sultanate of Oman - Muscat" reveal that Headmasters feel stress due to heavy workload, time pressure, poor working environment etc. It is found from the study that the Headmasters of Bilingual schools in Oman

are highly satisfied with their Jobs and also more likely to experience stress related to ill health both physical and psychological. As the performance of the school depends upon the active performance of the headmasters, proper training has to be given to the headmasters to prepare them for managing or dealing with stress and achieve high job satisfaction. The phenomena related to Job satisfaction and work stress among head masters in bilingual schools is found similar to others studies in the past. However, the study may bring clear understanding of these phenomena in this sector and add little more value in the literature for better generalization across culture.

Olatunji. S. O & Mokuolu, Bolade. O (2014)¹⁰ have conducted a study on “The Influence of Sex, Marital Status, and Tenure of Service on Job Stress, and Job Satisfaction of Health Workers in a Nigerian Federal Health Institution” and found that sex, marital status and tenure of service have significant influence on the job satisfaction and the level of stress reported by nurses and doctors. Singles report a higher level of job stress than the married and invariably a lower level of job satisfaction than their married counterparts. Further the research finding reveals that job satisfaction increases with tenure of service. It can then be deduced that experience on a job reduces the level stress, and then enhances the satisfaction that is derived from the job.

Kabunga Amir and Muya Francis Kihoro (2014)¹¹ in their study titled "Work Stress and

Coping Strategies among Social Workers: A Case of Northern Uganda" examine work stress and coping strategies among social workers in Northern Uganda. The Perceived Stress Scale (PSS) was used to assess the level of stress. The study reveals that a majority of the respondents (91 %) have high stress levels. Further results revealed that financial issues, work demands, safety concerns, family and career issues and violence from-rebels ate the most common sources of stress among social workers in Northern Uganda. The most common coping strategies to reduce job stress are spirituality, planning, goal-setting, time- management and positive thinking. The findings further revealed that the least frequently employed coping strategy is substance abuse.

Results and Discussions

Profile of the Respondents

In this section, an attempt has been made to discuss the profile of the sample respondents of school teachers working in Salem city. The demo-graphic variables of the respondents such as Age, Gender, Marital status, Educational Qualification, Nature of Institution, Designation, Nature of Post, Total service, Number of Years of Service in Present Institution, Salary, Spouse employment, Family Type and Administration Duty are analyzed.

Age

The perception level of stress varies at different age groups; hence an attempt has been made to analyze the age group of the respondents. For the purpose of study, the

respondents are grouped according to the age such as Below 30 years, between 30-40 years, between 40-50 years, and Above 50 years. When age increases, experienced stress also increases due to the increase in the responsibility. Age Wise Classification of Respondents is presented in Table 1.

Table 1 indicates that 34 per cent of the respondents fall in the age group of between 40-50 years followed by the age group between 30-40 years (28 per cent) and 24 per cent of the respondents fall above 50 years age group. Only 14 per cent of the respondents fall below 30 years age group. It is observed from the analysis that a majority of the respondents fall in the age group of between 40-50 years

Gender

It is the general belief that stress tolerance level differs between male and female. In general females are more vulnerable to stress than male counterparts. Female teachers have perceived maximum level of job stress than the male teachers.

It is evident from the above Table 4.2 that 58 per cent of the respondents are male teachers and the rest of the respondents are female teachers (42 per cent). It is inferred from the analysis that a majority of the respondents are male members.

Marital Status

One of the most important and memorable events in the life of either man or woman is marriage. There is no doubt that the selection of marital partner is one of the most

important decisions one makes in his/her lifetime. Marriage is a legal commitment by giving assurance that the couple take care of each other in their life time. Hence, marital status of the respondents has great influence on level of stress. Marital status of the respondents is classified as Unmarried, Married, Widow and Divorcee for the purpose of study and are presented in the Table 1.

Marital status in Table 4.3 depicts that maximum percentage of the teachers are married (70 per cent) followed by unmarried (26 per cent), widows and divorcees are (2 per cent). From the analysis it is observed that the majority of the respondents are married.

Educational Qualification

The educational qualification of the respondents is one of the important influencing factors in determining the level of stress. Since the knowledge is wisdom, highly educated individual has awareness and more knowledge about stress and its coping techniques when they face stress. It is clear that higher education can combat stress and burn out related problems among the members.

It is inferred from the above Table 4.4 that a majority of the respondents are B.Ed or M.Ed degree holders (52 per cent) followed by under graduate and post graduate degree holder (44 per cent) and only four per cent of the teacher are M.Phil / Ph.D holders. It is observed from the analysis that a majority of the respondents are B.Ed or M.Ed holders.

Nature of Institution

The nature of institution is an important variable which causes stress to an individual. There are a number of factors which influences stress such as Discrimination in pay or salary structure, Strict rules and regulations, Ineffective communication, Peer pressure, Less promotional opportunities, Lack of participation in decision-making, Excessive control over the employees by the management, Less promotional opportunities. For the purpose of the study the school teachers have been classified as teachers working in CBSE and Matriculation schools and the same has been presented in the Table 1.

It could be observed from the Table 1 that a majority of the teachers (51 per cent) are working in Matriculation schools followed by CBSE (49 per cent). From the analysis it is clear that a majority of the respondents are working in Matriculation schools.

Designation

Designation of the employee is one of the essential variables that have to be analyzed as it directly describes various aspects of job analysis such as authority and responsibility and duties of the employees in different cadres. Employees in the higher cadre perceive higher level of stress than the employees at lower cadre. The reason is quite obvious that though the higher cadre employees enjoy considerable amount of privileges, they have to discharge the responsibilities vested with the cadre. The respondents for the study purpose are classified

as B.T Assistant and PG Assistant and presented in the Table 1.

Designation wise classification of the teachers represents that a majority of the teachers i.e., 62 per cent are working in the B.T Assistant Cadre and rest of them (38 per cent) are in PG Assistant Cadre. It is observed from the analysis that a majority of the respondents are in B.T Assistant Cadre.

Total Service

Total service of the respondents is the crucial factor in determining the level of stress. The perception of the respondents towards stress or stressors and the ability to cope with it may vary based on the total service. The total service of the respondents may be classified as the respondents having Less than 5 years, 5-10 years, 10-20 years, 20-30 years and Above 30 years and presented in the Table 1.

Table 4.7 reveals that 32 per cent of the school teachers have put in 5-10 years of service followed by 10-20 years of total service (30 per cent) and 14 per cent of the school teachers have less than 5 years and above 30 years of total service. Only 10 per cent of the school teachers have 20-30 years of total service. From the analysis it is clear that a majority of the respondents have 5-10 years of total service.

Salary

Salary of the respondents is the prominent factor which has direct influence on motivation, job satisfaction, job performance and organizational commitment. Apart from this, salary serves as a symbol of social status.

Increase in the standard of living gives pride and psychological satisfaction and at the same time providing low salary has an adverse effect such as low job satisfaction, reduces job performance, and leads to a high rate of absenteeism. Salary of the respondents is classified into different categories and is presented in the Table 1.

It could be observed from the Table 1 that 42 per cent of the private school teachers fall in below Rs.10,000 salary group followed by 28 per cent of the teachers fall in Rs.10,000 – Rs.20,000, 12 per cent of the teachers fall in Rs.20,000 – Rs.30,000 salary groups, 10 per cent of the school teachers fall in Rs.30,000 – Rs.40,000 salary group. Only 8 per cent of the school teachers are in getting above Rs.40,000 salary group. It is observed from the analysis that majority of the respondents are in below Rs.10,000 salary group.

Family Type

Now-a-days most of us prefer to live in nuclear family rather than joint family. One of the main features of joint family is the social support that we get from the members of joint family during difficult phases of life which act as a buffer against stress. Family type of the respondents is considered as one of the factors for measuring the stress level. For the purpose of study, the family type of the respondents is grouped into two types such as nuclear family and joint family and the same is presented in the Table 1.

It is observed from the Table 4.11 that a majority of the school teachers (70 per cent) are

living in nuclear family and 32 per cent are living in joint family. It is observed from the analysis that a majority of the respondents are living in nuclear family.

Administration Duty

Administrative duties which comprise of authority and responsibility will have direct influence on job satisfaction and job performance. General expression is that the respondents having administrative duties will perceive high stress in comparison with the respondents who do not have administrative duties. The respondents are classified as those having administrative duties and not having administrative duties and the same is presented in the Table 1.

It could be observed from the Table 4.12 that 60 per cent of the school teachers do not have any administrative duties and 40 per cent of the teachers have administrative duties. It is clear from the analysis that a majority of the respondents don't have any administrative duties.

Multiple Regression Analysis

The Multiple regression analysis has been administered to analyze the impact of sources of stress on perception score on attitude towards academic profession, satisfaction with different facts of the job and overall impact score. In this analysis the various dimensions of sources of stress has been taken as independent variables. The perception scores of the respondents on attitude towards academic profession, satisfaction with different facts of the

job and overall impact score were treated as dependent variables. The following regression model has been developed

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + b_6X_6 + b_7X_7 + b_8X_8$$

Where,

a= Intercept

X1 = Perception score on Work related stressors

X2 = Perception score on Interpersonal relationship at work place

X3 = Perception score on Research

X4 = Perception score on Teaching

X5 = Perception score on Service

X6 = perception score on General work stressors

X7 = Perception score on Work / Family conflict

X8 = Perception score on Gender issues

b1 to b8 = Regression co efficient of independent variable

Impact of Sources of Stress on Attitude towards Academic Profession

In order to analyze the impact of sources of stress on attitude towards academic profession, various dimensions of sources of stress have been taken as independent variables. The perception scores of the respondents on attitude towards academic profession were treated as dependent variables. The overall accuracy of the model was tested with the help of R value and R² value. The details are shown in the Table 2.

Predictors: (Constant), Gender issues, Work / Family conflict, Teaching, Work related stressors, Research, General work stressors, Service, Interpersonal relationship at work place

It could be observed from the table 2 that R² indicates the overall accuracy of the model. The value of R² is 0.430. It means 43 per cent of the independent variables have impact on Attitude towards academic profession. The overall accuracy is good.

Dependent Variable: Attitude towards academic profession

Predictors: (Constant), Gender issues, Work / Family conflict, Teaching, Work related stressors, Research, General work stressors, Service, Interpersonal relationship at work place
It could be observed from table 3 that the level of significance is less than 0.05. It indicates that there is at least one independent variable that significantly influences the perception score on attitude towards academic profession. The independent variable working hour related stressors has been excluded.

The extent of impact of various independent variables on dependent variable is presented in Table 4

Dependent Variable: Attitude towards academic profession

It is clear from the table 4 that Work related stressors, Teaching, Service, General work stressors and Work / Family conflict have significant influence on Attitude towards academic profession of the respondents as its level of significance is less than 0.05.

$$Y = 11.208 - 0.481x_1 + 0.316x_4 + 0.0516x_5 - 0.467x_6 - 0.153x_7$$

(Work related stressors) = -0.481 i.e., 100% change in Work related stressors have 48%

negative impact on attitude towards academic profession.

X4 (Teaching) = 0.316 i.e., 100% change in Teaching have 31% impact on attitude towards academic profession.

X5 (Service) = 0.0516 i.e., 100% change in Service have 51% impact on attitude towards academic profession.

X6 (General work stressors) = -0.467 i.e., 100% change in General work stressors have 46% negative impact on attitude towards academic profession.

X7 (Work / Family conflict) = -0.153 i.e., 100% change in Work / Family conflict have 15% negative impact on attitude towards academic profession.

Impact of Sources of Stress on Satisfaction with Different Facts of the Job

In order to analyze the impact of sources of stress on satisfaction with different facts of the job, various dimensions of sources of stress have been taken as independent variables. The perception scores of the respondents on Satisfaction with Different Facts of the Job were treated as dependent variables. The multiple regression analysis has been applied and the results are shown in the Table 5.

Predictors: (Constant), Gender issues, Work / Family conflict, Teaching, Work related stressors, Research, General work stressors, Service, Interpersonal relationship at work place

It could be observed from the table 5 that R^2 indicates the overall accuracy of the model. The value of R^2 is 0.332. It means 33%

of the independent variables have impact on Satisfaction with different facts of the job and the overall accuracy is good.

Dependent Variable: Satisfaction with different facts of the job

Predictors: (Constant), Gender issues, Work / Family conflict, Teaching, Work related stressors, Research, General work stressors, Service, Interpersonal relationship at work place

It is inferred from the table 6 that the level of significance is less than 0.5. It indicates that there is at least one independent variable that significantly influences the perception score of satisfaction with different facts of the job. The independent variable working hour related stressors has been excluded.

The extent of impact of various independent variables on dependent variable is presented in Table 7.

Dependent Variable: Satisfaction with different facts of the job

It is clear from table 7 that Work related stressors, Interpersonal relationship at work place, General work stressors, Work / Family conflict and Gender issues have significant influence on Satisfaction with different facts of the job of the respondents as its level of significance is less than 0.05.

$$Y = 99.126 + 0.277x_1 + 0.315x_2 - 0.286x_6 + 0.188x_7 - 0.249x_8$$

X1 (Work related stressors) = 0.277 i.e., 100% change in Work related stressors have 27% impact on satisfaction with different facts of the job.

X2 (Interpersonal relationship at work place) = 0.277 i.e., 100% change in Interpersonal relationship at work place have 27% impact on satisfaction with different facts of the job.

X6 (General work stressors) = -0.286 i.e., 100% change in General work stressors have 28% negative impact on satisfaction with different facts of the job.

X7 (Work / Family conflict) = 0.188 i.e., 100% change in Work / Family conflict have 18% impact on satisfaction with different facts of the job.

X8 (Gender issues) = -0.249 i.e., 100% change in Gender issues have 24% negative impact on satisfaction with different facts of the job.

Impact of Sources of Stress on Overall Impact Score

In order to analyze the impact of sources of stress on overall impact score, various dimensions of sources of stress have been taken as independent variables and perception scores of the respondents on overall impact score have been taken as dependent variables. The multiple regression analysis has been applied and the results are shown in the Table 8.

Predictors: (Constant), Gender issues, Work / Family conflict, Teaching, Work related stressors, Research, General work stressors, Service, Interpersonal relationship at work place

It is observed from table 8 that R^2 indicates the overall accuracy of the model. The value of R^2 is 0.316. It means 31% of the independent variables have impact on overall impact score and the overall accuracy is good.

Dependent Variable: Overall impact score

Predictors: (Constant), Gender issues, Work / Family conflict, Teaching, Work related stressors, Research, General work stressors, Service, Interpersonal relationship at work place.

It is inferred from table 9 that the level of significance is less than 0.05. It indicates that there is at least one independent variable that significantly influences the perception score towards overall impact score. The independent variable working hour related stressors has been excluded.

The extent of impact of various independent variables on dependent variable is presented in Table 10.

Dependent Variable: overall impact score.

It is evident from the table 10 that Work related stressors, Teaching, Service, General work stressors and Gender issues have significant influence on overall impact score as its level of significance is less than 0.05.

$$Y = 110.334 - 0.204x_1 + 0.207x_4 + 0.356x_5 - 0.753x_6 - 0.213x_8$$

X1 (Work related stressors) = -0.204 i.e., 100% change in Work related stressors have 20% negative impact on overall impact score.

X4 (Teaching) = 0.207 i.e., 100% change in Teaching have 20% impact on overall impact score.

X5 (Service) = 0.356 i.e., 100% change in Service have 35% impact on overall impact score.

X6 (General work stressors) = -0.753 i.e., 100% change in General work stressors have 75% negative impact on overall impact score.

X8(Gender issues) = -0.213 i.e., 100% change in Gender issues have 21% negative impact on overall impact score.

Suggestions and Recommendations

The present study takes into account the school teachers working in private schools in Salem City. There are a few suggestions and recommendations in stress management among them as follows:

1. The course allocation to the teachers should be made according to the competency, experience & choice of the teacher which will certainly minimize the level of stress and will improve their quality of work.
2. Work should be assigned to the subordinates rationally. An individual should not carry out several works at the same time, hence there should be a proper delegation of authority and responsibility, otherwise it may lead to role chaos or work has to be carried out based on its priority and by adopting planned time schedule.
3. Institution should have sufficient number of employees to carry out the work, then only it is possible to complete the work in time and thereby we can reduce the work stress of the employees.
4. It's a clear indication that interpersonal relationship at work place is not cordial between the superior and subordinates. The superior should not be too rigid and should not practice an autocratic style of leadership. Superior should be strict and at same time should hear the problems and difficulties of subordinates. By adopting participative style of leadership, superior can reduce the gap that exists between them and effectively carry out day to day affairs.
5. Institution should give due weight age to the academic performance of the employee by motivating them by providing credits for their contribution in research and by offering they project director position and the like.
6. Refresher courses and workshops have to be conducted periodically and directions should be given to the staff members to attend these programs compulsorily in order to update knowledge of the school teachers, by conducting these programs periodically will help them to know the latest finding and they will have sufficient training in their respective field.
7. Conflict among the colleague has to be settled in an amicable manner by giving counseling.
8. Employees find it difficult in performing both work and family roles well due to high stress. Hence stress management program has to be conducted to reduce the level of stress.
9. In order to give full play to their potentials, Academic profession has to be changed in such a way that creates experiences of innovative and creative learning process.
10. Government should take steps to ensure

decent salary and other welfare activities of private school staffs with the help of prevailing laws and should take rigid action on those institutions involving in violation of law.

11. Government has to take measures of welfare activities such as implementation of old pension policy to the newly recruited staff. Introducing pension scheme for staff working in private schools.
12. Based on their contribution, the respondents should be motivated by offering monetary and non-monetary benefits which will give a sense of self satisfaction to the employees.

Conclusion

Realizing the truth that stress at work place is the universal problem and cannot be avoided in the present work environment, but it can be reduced by adopting suitable measures.

Stress not only affects the individual, family and has consequences on institution as well. Coping with stress is not the sole responsibility either on the part of employee or on the part of institution, it is a combined effort taken by both the employee and institution in preventing and managing the stress. For that purpose, the institution has to take measures such as creating stress free work environment and creating awareness about stress and its consequences on individual family and on institution and must provide stress management programs to cope with stress. Stress free work environment prevents stress related problems and improves the job satisfaction, loyalty which in turn provides better quality of work.

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Table 1 - Demographic Profile of the Respondents

S.No	Factors	Classifications	Number of the Respondents	Percentage
1	Age	Below 30 years	21	14
		30-40 years	42	28
		40-50 years	51	34
		Above 50 years	36	24
2	Gender	Male	87	58
		Female	63	42
3	Marital Status	Unmarried	39	26
		Married	105	70
		Widow	4	2
		Divorcee	2	2
4	Educational Qualification	UG / PG	67	44
		B.Ed / M.Ed	78	52
		M.Phil / Ph.D	6	4
5	Nature of the Institution	CBSE	73	49
		Matriculation	77	51
6	Designation	B.T Assistant	93	62
		PG Assistant	57	38
7	Total Service	Less than 5 years	21	14
		5-10 years	48	32
		10-20 years	45	30
		20-30 years	15	10
		Above 30 years	21	14
8	Salary	Below Rs.10,000	63	42
		Rs.10,000 – Rs.20,000	42	28
		Rs.20,000 – Rs.30,000	19	13
		Rs.30,000 – Rs.40,000	15	10
		Rs.40,000 & Above	12	8

9	Family Type	Nuclear	105	70
		Joint	45	30
10	Administration Duty	Having Administrative Duty	60	40
		Not having Administrative Duty	90	60

Source: Primary data

Table 2 - Multiple Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.656 ^a	0.430	0.417	13.195

Sources: Computed

Table 3 - ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	51318.219	09	5702.024	32.752	0.000 ^b
	Residual	67897.781	840	174.097		
	Total	119216.000	849			

Table 4 - Co-efficients^a- Result of Multiple Regressions

Model	Un standardized Coefficients		standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	11.208	2.174		5.155	0.000
Work related stressors	-0.481	0.094	-0.573	-5.141	0.000
Interpersonal relationship at work place	-0.222	0.124	-0.190	-1.781	0.076
Research	0.092	0.082	0.097	1.121	0.263
Teaching	0.316	0.092	0.257	3.453	0.001
Service	0.516	0.119	0.434	4.332	0.000
General work stressors	-0.467	0.111	-0.402	-4.219	0.000
Work / Family conflict	-0.153	0.063	-0.194	-2.422	0.016
Gender issues	0.035	0.076	0.038	0.462	0.644

Table 5 - Multiple Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.577 ^a	0.332	0.317	13.809

Table 6 - ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	37029.920	09	4114.436	21.578	0.000 ^b
	Residual	74364.845	840	190.679		
	Total	111394.765	849			

Table 7 - Co-efficients^a- Result of Multiple Regressions

Model	Un standardized Coefficients		standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	99.126	2.275		43.563	0.000
Work related stressors	0.277	0.098	0.341	2.830	0.005
Interpersonal relationship at work place	0.315	0.130	0.280	2.422	0.016
Research	0.011	0.086	0.012	0.126	0.900
Teaching	-0.109	0.096	-0.092	-1.140	0.255
Service	-0.160	0.125	-0.139	-1.284	0.200
General work stressors	-0.286	0.116	-0.255	-2.474	0.014
Work / Family conflict	0.188	0.066	0.246	2.840	0.005
Gender issues	-0.249	0.080	-0.276	-3.113	0.002

Table 8 - Multiple Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.465 ^a	0.316	0.198	11.946

Table 9 - ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	15328.677	09	1703.186	11.934	0.000 ^b
	Residual	55658.977	840	142.715		
	Total	70987.654	849			

Table 10 - Co-efficients^a- Result of Multiple Regressions

Model	Un standardized Coefficients		standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	110.334	1.969		56.048	0.000
Work related stressors	-0.204	0.085	-0.315	-2.407	0.017
Interpersonal relationship at work place	0.094	0.113	0.104	0.832	0.406
Research	0.103	0.075	0.140	1.384	0.167
Teaching	0.207	0.083	0.218	2.496	0.013
Service	0.356	0.108	0.388	3.301	0.001
General work stressors	-0.753	0.100	-0.840	-7.520	0.000
Work / Family conflict	0.035	0.057	0.057	0.608	0.544
Gender issues	-0.213	0.069	-0.297	-3.089	0.002

Sources: Computed