

# LANGUAGE IN INDIA

Strength for Today and Bright Hope for Tomorrow

Volume 11 : 9 September 2011

ISSN 1930-2940

Managing Editor: M. S. Thirumalai, Ph.D.

Editors: B. Mallikarjun, Ph.D.

Sam Mohanlal, Ph.D.

B. A. Sharada, Ph.D.

A. R. Fatihi, Ph.D.

Lakhan Gusain, Ph.D.

Jennifer Marie Bayer, Ph.D.

S. M. Ravichandran, Ph.D.

G. Baskaran, Ph.D.

L. Ramamoorthy, Ph.D.

## A Study on Sources and Management of High School Principals and Their Views About Anxiety

Maqsood Ahmed, M.Phil. (Education)

R.A. Farooq, Ph.D

Ishtiaq Hussain, Ph.D.

Sarfraz Ahmed, M.Phil. (Education) Scholar

---

### Abstract

The research was conducted to examine impact of stress and anxiety on the high school principals and to explore their ways of stress management. The population of the study was all the High School principals District Kohat (Khyber Pakhtunkhwa). Five female and five male schools were taken as sample of the study. An instrument (questionnaire) containing 35 items was developed for the collection of data. Researcher collected the data personally. The collected data was analyzed in terms of percentage. Results of the study show that majority of the principals of high schools are under anxiety due to overload, long working hours, non co-operative attitude of teachers, concern about education and marriage of their daughters. Some respondents responded that prayers and adhering to religious principles are the factors that bring comfort and relaxation.

**Key Words:** anxiety, stress management, attitude

### 1. Introduction

Language in India [www.languageinindia.com](http://www.languageinindia.com)

11 : 9 September 2011

Maqsood Ahmed, M.Phil. (Education), R.A. Farooq, Ph.D., Ishtiaq Hussain, Ph.D. and Sarfraz Ahmed, M.Phil. (Education) Scholar

A Study on Sources and Management of High School Principals and Their Views About Anxiety

There has been considerable debate on anxiety among experts as to how to adequately define stress. If we say that stress is the level of anxiety produced by the individual we are left with the question of whether or not someone is under anxiety without being consciously aware of it. On the other hand, if we talk about anxiety, we are confronted with the fact that not everyone reacts to the same situation in a stressful manner. Stress is with us all the time. It comes from mental or emotional activity, as well as physical activity. It is unique and personal to each of us. Without stress, life would be dull and unexciting. Stress adds flavor, challenge and activity to life. But too much stress, however, can seriously affect your physical and mental well-being. In the present era life is so complex and hard that its existence without stress is unthinkable. Stress can come from any situation or thought that makes you feel frustrated, angry, nervous, or over-anxious.

According to Webster's International Encyclopedia the meaning of stress is "in medicine, physical chemical or emotional factor that causes tension, whether physical or mental and may result in disease or malfunction."

According to Palmer (1989) "stress is the psychological, physiological and behavioral response by an Individual when they perceive a lack of equilibrium between the demands placed upon them and their ability to meet those demands which, over a period of time, lead to ill health.

According to Cambridge International Dictionary of English "management is the control and organization of something".

There is no generally accepted definition of management as an activity, although the classic definition is still held to be that of Henri Fayol. His general statement about management in many ways still remains valid after eighty years, and has only been adapted by more recent writers, as shown below: 'To manage is to forecast and plan, to organize, to command, to coordinate and to control (Fayol, 1916).

Management is a social process ...the process consists ...planning, control, coordination and motivation (Brecht, 1957).

The researcher considers that the principals are the key persons of the school; if they are stressful then the entire school management schedule will be disturbed. This study will be significant for those principals who are under high stress and they might benefit from the remedies how to reduce the stress for the effective environment of the school.

## **2. Review of Literature**

### **2.1 Concept of Stress**

We can define stress as "body's non-specific response to any demand made on it". Stress is not by definition synonymous with nervous tension or anxiety. On one side stress

Language in India [www.languageinindia.com](http://www.languageinindia.com)

11 : 9 September 2011

Maqsood Ahmed, M.Phil. (Education), R.A. Farooq, Ph.D., Ishtiaq Hussain, Ph.D. and Sarfraz Ahmed, M.Phil. (Education) Scholar

A Study on Sources and Management of High School Principals and Their Views About Anxiety

provides the means to express talents and energies and pursue happiness. On the other side it can also cause exhaustion and illness, either physical or psychological.

## **2.2 Importance of Studying Stress**

There are several sound reasons for studying stress.

1. Stress can have damaging psychological effects on employees, health and on their contributions to organizational effectiveness .it can cause heart disease, and it can prevent employees from concentrating or making decisions.
2. Stress is a major cause of employee absenteeism and low turnover. Certainly, such factors severely limit the potential success of an organization.
3. A Stressed employee can affect the safety of other workers or even the public.

## **2.3 Sources of Stress**

Landy (1994) defines various factors of stress are

1. Work factors (job factors).
2. Non-work factors (non-job factors).
3. Personal factors.
4. Organizational stresses.

### **2.3.1 Extra Organizational Factors**

These factors include External Environment, Economic situation, Development of new technology and Political changes etc.

### **2.3.2 Organizational Factors**

Organizational factors are Organization structure, Communications, Organization culture, Management style and Career development etc.

### **2.3.3 Domestic Situations**

- a) **Home life**-upheavals at home due to family illness, care of elders, parents, unhappy marriage, debt problem etc are problems that can overflow into the workplace and adversely affect an individual's performance and attitude
- b) **Outside social life**- individuals with a rich social life may find that work and leisure clash, especially if their work requires unsocial hours or availability at short notice.

### **2.3.4 Personal Factors**

Individual's perception of job, Ability to adapt to change, Motivation and Tolerance for ambiguity etc can be considered as Personal factors.

Language in India [www.languageinindia.com](http://www.languageinindia.com)

11 : 9 September 2011

Maqsood Ahmed, M.Phil. (Education), R.A. Farooq, Ph.D., Ishtiaq Hussain, Ph.D. and Sarfraz Ahmed, M.Phil. (Education) Scholar

A Study on Sources and Management of High School Principals and Their Views About Anxiety

## 2.4 Some Problems That Stress Principals

Being a principal is a very stressful job. Principals put in long days, including evenings and weekend hours. They are responsible for the well being of hundreds of students, each of who has special abilities and needs. They lead what amounts to small corporations that are rated on their output (test scores). New mandates are frequently imposed on already high expectations. Add to that a mountain of paperwork and meetings, inquiries and complaints from parents, playground and lunchtime duties, and you have the potential for a huge amount of stress. But since stress comes with the territory, principals are also masters of dealing with it. They get pretty creative when it comes to finding ways to battle the stress that is "just part of the job."

- Political interference
- Parents' interference
- Unscheduled transfer
- Unhealthy Environment
- Teachers' personal jealousy
- Teachers' irregularity
- Lack of in-service training
- Insufficient funds
- Domestic problems
- Teachers' non-cooperative attitude

## 2.5 Techniques to Reduce Stress

All people feel stress sometimes but people react to stress in different ways. For example, some people might feel a lot of stress when driving, while others might find driving relaxing

- Take a Walk
- Plant a Garden
- Time Management
- Listen To Music
- Eat a Balanced Diet
- Take exercise
- Eating right—limit foods with fat, sugar and salt
- Talking to a friend about your troubles
- Change the things that cause you to stress
- Focus on the good things in your life!
- Learn Assertive Communication Skills
- Drink Green Tea
- Take a deep breath
- Close your eyes and resting
- Think of relaxing things
- Autogenic
- Journeying
- Meditation
- Play Games
- Self-Hypnosis

## 3. Research Methodology

### 3.1 Population

All the High schools of Kohat District comprised the population of the study.

### 3.2 Sample

Language in India [www.languageinindia.com](http://www.languageinindia.com)

11 : 9 September 2011

Maqsood Ahmed, M.Phil. (Education), R.A. Farooq, Ph.D., Ishtiaq Hussain, Ph.D. and Sarfraz Ahmed, M.Phil. (Education) Scholar

A Study on Sources and Management of High School Principals and Their Views About Anxiety

Ten High schools (5 Male, & 5 Female) of District Kohat were randomly selected as sample of the study.

### **3.3 Research Instrument**

An instrument (questionnaire) containing 35 items was developed for the collection of data. The specific objectives are an appropriate and useful data-collecting device in a particular research work.

## **4. Results And Discussion**

Data collected from principals of high schools was interpreted and results were drawn. After the results the researchers agreed that most of the principals were under stress. According to the data collection:

1. **50%** of the principals under stress due to political pressure for enrollment of students and also due to their transfer to a remote area.
2. **40%** of the principals were disturbed due to their low income.
3. **50%** of the principals were worried about the better education of their children and were also stressful for not having their own house.
4. **70%** of the principals were disturbed because of teachers' irregularity and their non-cooperative attitude.
5. **50%** of the principals were stressful due to parents' interference in their work (due to the pressure of parents they pass weak students), overwork and responsibilities of the institution.
6. Due to stress **50%** of the principals feel indigestion, high blood pressure and headache.
7. **80%** of the principals feel relaxation after discussing stressful situation with their friends and **60%** relaxation when they spend time with their family.
8. **70%** of the principals feel less stress when they offer their prayers and **50%** of the principals feel relaxation when they go on tour.

On the whole, the response of the principals remained unsatisfactory, but it is evident from the study that prayers give relaxation to them.

## **5. Recommendations**

In the light of results and discussion the following recommendations were made.

1. Pay package should be increased so that the principals are able to maintain their social status.
2. The government should provide incentives for the principals and their children also. It has been observed that political leaders' involvement is not only the cause of stress but it is a great hurdle in teaching-learning process. So, the involvement of political people should end by using the government rules strictly.

Language in India [www.languageinindia.com](http://www.languageinindia.com)

11 : 9 September 2011

Maqsood Ahmed, M.Phil. (Education), R.A. Farooq, Ph.D., Ishtiaq Hussain, Ph.D. and Sarfraz Ahmed, M.Phil. (Education) Scholar

A Study on Sources and Management of High School Principals and Their Views About Anxiety

3. Job safety, security and surety should be provided according to policy provisions.
4. The government should also support them the facility of cheap education and special grant for higher education in the abroad countries.
5. Parents' undue interference in school affairs should be reduced.
6. The burden of over-work should be mitigating.
7. Proper facilities for the staff, teaching facilities, improvement of the school environment, etc., should be attended to.

---

### References

Brech, E.F.L. (1957) The Principles and Practice of Management. Longman

Fayol, H. (1949) General and Industrial Management. Pitman

Landy, F. (1994) Work, Stress and Well being. International Journal of Stress Management. Springer

Palmer, S. (1989) Counselling for stress problems. Sage Publications Ltd

---

Maqsood Ahmed, M Phil (Education)  
 Institute of Education & Research  
 Kohat University of Science & Technology  
 Kohat, Pakistan  
[maqsood517@yahoo.com](mailto:maqsood517@yahoo.com)

R. A. Farooq, Ph.D.  
 Dean  
 Faculty of Social Sciences  
 Northern University  
 Nowshehra, Pakistan

Ishtiaq Hussain, Ph.D.  
 Director  
 Institute of Education & Research  
 Kohat University of Science & Technology  
 Kohat, Pakistan  
[dr.ishtiaqhussain@yahoo.com](mailto:dr.ishtiaqhussain@yahoo.com)

Sarfraz Ahmed, M.Phil. (Education) Scholar  
 Institute of Education & Research  
 Kohat University of Science & Technology  
 Kohat, Pakistan  
[sarfraz206@yahoo.com](mailto:sarfraz206@yahoo.com)

Language in India [www.languageinindia.com](http://www.languageinindia.com)

11 : 9 September 2011

Maqsood Ahmed, M.Phil. (Education), R.A. Farooq, Ph.D., Ishtiaq Hussain, Ph.D. and Sarfraz Ahmed, M.Phil. (Education) Scholar

A Study on Sources and Management of High School Principals and Their Views About Anxiety