

**A COMPARATIVE STUDY ON EFFECT OF JOB CHARACTERISTICS  
ON STRESS OF UNIVERSITY AFFILIATED PROFESSIONALS AND  
BUSINESS SCHOOL PROFESSIONALS FOR MANAGEMENT EDUCATION**

Devi Bhavani Nair\* and Neetu Sachdeva\*\*

**Abstract**

Stress has become significant due to dynamic social factor and changing needs of life styles. Stress is man's adaptive reaction to an outward situation which would lead to physical, mental and behavioral changes. People react to stress in different ways, some coping much better than others and suffering fewer of the harmful effects of stress. Just as stress differs as a function of the individual, it also differs as a function of one's type of job. The Boom in Education industry is so prosperous that the need for Academic Professionals increased because Education plays an important role in Current scenario. Employees of both professional streams face problem of stress due to different reasons. This research paper focuses on the fact that how job characteristics affect differently on both professions' stress level. 80 University Affiliated Academic Professionals were selected from different Academic Institutions and 80 professionals from different management institutions located in Hyderabad city were selected.

**Keywords** - University Affiliated professionals and Constituent professionals, Business School Teaching Professionals, Management studies

**Objectives of the Study**

1. To study the job characteristics of University Affiliated professionals and Business School Professionals for Management Education
2. To investigate whether effect of job characteristics of stress on University Affiliated professionals and Business School Professionals for Management Education are really different.
3. To analyze the fact whether the stress in Business school professionals is less Stressful than University Affiliated professionals.

---

\*Associate Professor

Mobile-7799566638; Mail - devibhavanin@gmail.com

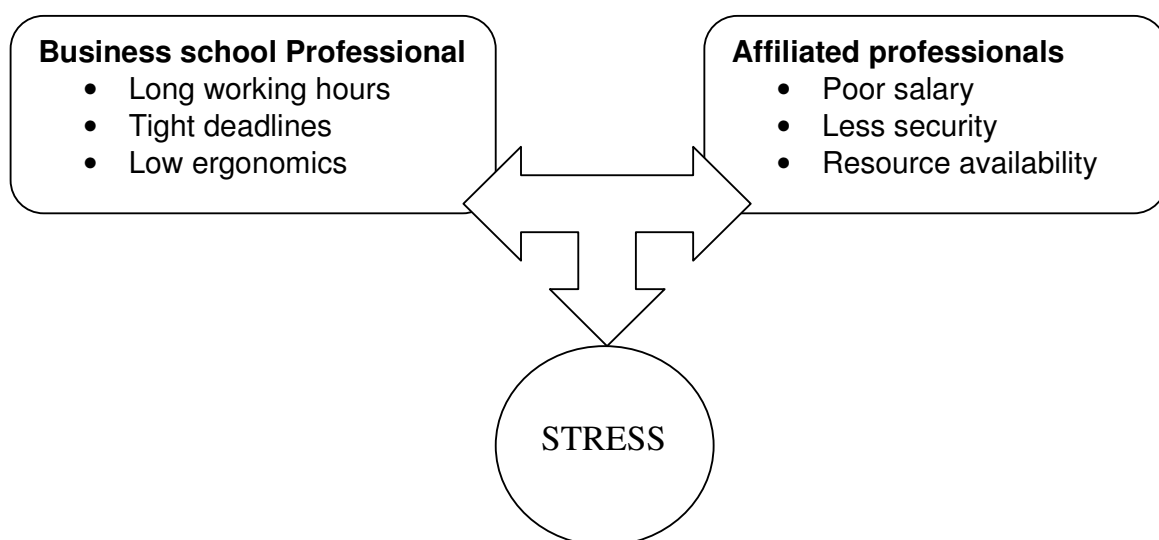
\*\*Associate Professor

Mobile-9866551074; Mail - nt\_rinku@yahoo.com

Aurora Management and Research Institute, Moosarambagh, Hyderabad – 500036

## Introduction

In today's context if we observe which industry is more distinguished and giving evergreen results, best performing and playing dominative role, it is only the 'Educational Industry'. Education is a primary need for everyone throughout the world and its acts as lifeblood to improve and develop the society to a great extent. In 21st century India witnessed a sea change in its educational system. In the meantime the Process of globalization not only transformed traditional approach of the system but rapidly and more efficiently changed professional approach; and also introduced new age courses which have more economic value in today's time. Management education is one among those which got a new dimension with this changing time; though the history of management education is not too new in this part of the world, with the increase in number of Intakes there is a great need for Academicians. If we observe difference in job characteristics between Professionals of Affiliated institutions and Professionals of Business Management schools and their stress levels, but the job characters of both professions are somewhat different. Although, B-school Professionals get economic satisfaction because of high salary, they face problems of long working hours, tight deadlines, low ergonomics and upgrading themselves very fast. Affiliated professionals, as compared to B- School Professionals, have less working hours, poor deadlines. But they face the problem of good salary, job security, and problem of resources availability. Employees of both professions face problem of stress due to different reasons.



## Literature Review

Stress in Academics that may be for Affiliated Professionals or Business school professionals is a common thing. Reasons may be different for both the professionals but both areas are facing problem of stress. Large numbers of researchers have presented their views through publications in reputed journals, magazines and newspapers. A complete review of all articles does not fall within the premises of the project report. Hence, only selected reviews and their main contributors are discussed in this section.

1. Beehr and Newman had defined stress as a situation which will force a person to deviate from normal functioning due to the change (i.e. disrupt or enhance) in his/her psychological and/or physiological condition, such that the person is forced to deviate from normal functioning. From the definition that has been identified by researchers, we can conclude that it is truly important for an individual to recognize the stresses that are facing by them in their career. Some demographic factor may influence the way a university academic staff act in their workplace.

2. Alexandros-Stamatios: Workers in an organization can face occupational stress through the role stress that the management gave. Role stress means anything about an organizational role that produces adverse consequences for the individual. Management will have their own role that stands as their related. Role related are concerned with how individuals perceive the expectations other have of them and includes role ambiguity and role conflict

3. Family and work are inter-related and interdependent to the extent that experiences in one area affect the quality of life in the other (Sarantakos, 1996). Home-work interface can be known as the overlap between work and home; the two way relationship involves the source of stress at work affecting home life and vice versa, the effects of seafaring on home life, demands from work at home, no support from home, absent of stability in home life.

4. According to Lasky demands associated with family and finances can be a major source of 'extra-organisational' stress that can complicate, or even precipitate, work-place stress. Russo & Vitaliano argued that the occurrence of stressors in the workplace either immediately following a period of chronic stress at home, or in conjunction with other major life stressors, is likely to have a marked impact on outcome. Several studies have highlighted the deleterious consequences of high workloads or work overload.

5. R. Ravichandran focuses on perceived sources of stress among the Teachers. The study shows that sex, age, educational levels, years of teaching experience and types of

school, play a significant role in the perception of various sources of stress related to the teaching profession

6. Christina Maslach concentrates on the measurement of experienced burnout. Three subscales emerged from the data analysis: emotional exhaustion, depersonalization, and personal accomplishment. Various psychometric analyses showed that the scale has both high reliability and validity as a measure of burnout.

### **Hypothesis**

For the study and comparison following hypothesis has been considered. “Affiliated college profession is less stressful as compared to Business school Profession because of job characteristics” The null hypothesis that was considered for the study was “Affiliated college professionals and Business school Professionals are facing similar level stress”

### **Methodology**

1. The scope of the study is confined to some selected Academic Professionals in Hyderabad (Andhra Pradesh-India) city and selected Affiliated college professionals from All India Council of Management Education (AICTE) recognized colleges and Management Institutions.

2. The Population and the Sample selected for the current study consisted of a sample of affiliated professionals And Business School Professionals for Management Education from Hyderabad city.

3. Primary data for affiliated professionals And Business School Professionals for Management Education is collected using snowball sampling method.

Secondary data was collected from reviews, magazines, reports, newsletters, journals, newspapers, white papers and internet. Data is collected using questionnaire, both paper-based and electronic-based. For making the questionnaire, Job Stress Inventory (JSI) is used.

Questionnaire contained total 44 questions focusing on the organization she/he is working, working environment, stress problems she/he is facing. It contained 17 questions related to depression and anxiety because these two are basic symptoms of stress. There are 20 stress items suggested in JSI.

Convenient and snowball sampling methods were used to select the samples for data. Business School Professionals from different campuses like Vignanjyothi Institute for Management, Shiva Shivani, Vishwavishwani and Druva Business management schools

were selected for the study and 64 affiliated professionals from different Institutions who conduct Management related higher technical course like MBA were selected.

Convenience sampling means selecting sample units in a just 'hit and miss' fashion. This sampling also means selecting whatever sampling units are conveniently available. Snowball sampling is a technique of building up a list or a sample of a special population by using an initial set of its members as informants. Then researcher can ask each one of them to supply samples known to them. Thus, the chain or network increases. This sampling can also be called as chain or network sampling. The sample demographics are shown in Table 1 including gender, age and number of years worked.

Parameters	Type of Sample	Type/ Number (%)
<b>Gender</b>	Business school Professionals	(1) Male/46(60.52%) (2) Female/30(39.47%)
	Affiliated college professionals	(1)Male/46(60.52%) (2) Female/30(39.47%)
<b>Age (years)</b>	Business school Professionals	(1) 20 to 25 / 8(10.52 %) (2) 25 to 30 / 12 (15.78 %) (3) 30 to 35 / 16(21.05 %) (4) 35 to 40 / 18 (23.68 %) (5) More than 40 / 2 (3.03 %)
	Affiliated college professionals	(1) 20 to 25 / 6 (9.09 %) (2) 25 to 30 / 17 (25.76 %) (3) 30 to 35 / 25 (37.88 %) (4) 35 to 40 / 16 (24.24 %) (5) More than 40 / 22(28.94 %)
<b>Number of years worked.</b>	Business school Professionals	(1) less than 1 year / 8 (10.53 %) (2) 1 to 3 years / 18 (23.68 %) (3) 3 to 5 years / 20 (26.31 %) (4) 5 to 7 years / 15 / (19.73 %) (5) more than 7 years / 15 (19.73%)
	Affiliated college professionals	(1) less than 1 year / 2 (2.70 %) (2) 1 to 3 years / 9 (12.16 %) (3) 3 to 5 years / 33(44.59 %) (4) 5 to 7 years / 12 / (16.21 %) (5) more than 7 years / 33 (24.32%)

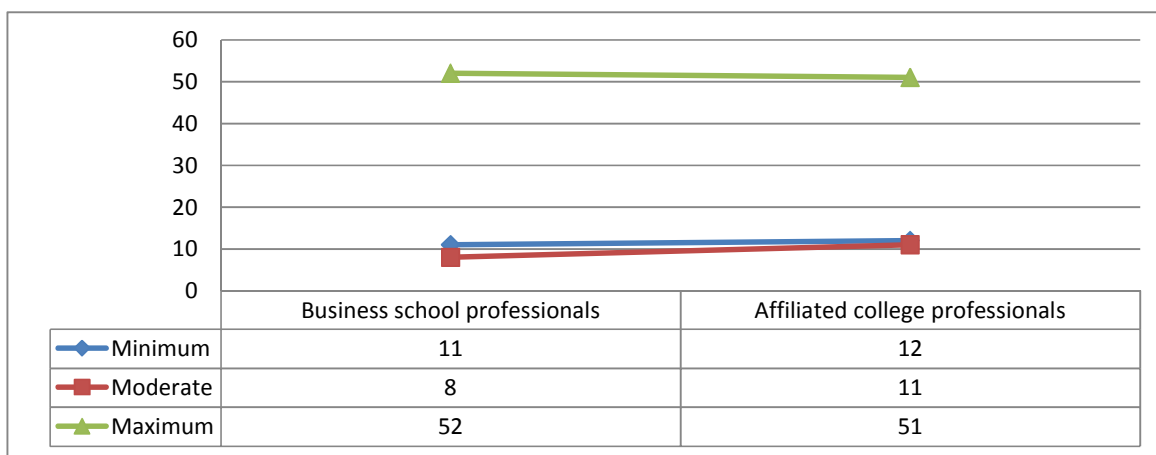
The details of job characteristics are given in Table 2. The main job characteristics like salary, working hours, available resources, job security etc. are considered. Questionnaire concentrated on seventeen different symptoms of stress e.g. depression, decreased enthusiasm, reduced appetite, ideas of hopelessness etc. Each symptom was given five options like no, rarely, occasionally, frequent and continuous. The Likerts-Scale method is used for measurement and scale. The responses are scaled from 0 to 4.

Parameters	Type of Sample	Option/ Number (%)
<b>Working Hours</b>	Business school Professionals	(1) 7 hours / 6 (7.89 %) (2) 8 hours / 18 (23.68 %) (3) more than 8 hours/52 (70.27 %)
	Affiliated college professionals	(1) 6 hours / 20 (27.02%) (2) 7 hours / 48 (64.86 %) (3) 8 hours / 4 (5.40 %) (4) more than 8 hours / 2 (2.70 %)
<b>Do you work longer than official hours? (Long working hours)</b>	Business school Professionals	(1) No / 20 (26.30%) (2) > than 4 days / week/32 (42.10%) (3) 4 days in a week / 10 (13.15%) (4) < than 4 days / week / 11 (14.47%) (5) Not responded / 3 (3.94%)
	Affiliated college professionals	(1) No / 42 (56.75%) (2) > than 4 days / week/10 (13.51%) (3) 4 days in a week / 8 (10.8%) (4) < than 4 days / week / 14 (18.91%) (5) Not responded / 3 (4.55%)
<b>Salary</b>	Business school Professionals	(1) < 10000 / ZERO (2) 10000 to 20000 / 5 (6.57%) (3) 20000 to 30000 / 15 (19.73%) (4) 30000 to 40000 / 25 (32.89%) (5) > 40000 / 31 (40.78%)
	Affiliated college professionals	(1) < 10000 / 10(13.51) (2) 10000 to 20000 / 15 (20.27%) (3) 20000 to 30000 / 22 (29.72%) (4) 30000 to 40000 / 18(24.32%) (5) > 40000 / 9 (12.16%)
<b>Inadequacy of Salary</b>	Business school Professionals	(1) No / 35 (46.05%) (2) Yes / 20 (26.30%) (3) Can't Say / 15 (19.73%) (4) Any other / 6 (7.89%)
	Affiliated college professionals	(1) No / 25 (33.78%) (2) Yes / 40 (54.05%) (3) Can't Say / 7 (9.45%) (4) Any other / 2 (2.70%)
<b>Resource Availability</b>	Business school Professionals	(1) No / ZERO (2) Rarely / 4 (5.26%) (3) Occasionally / 7 (9.21%) (4) Frequent / 20 (26.31%) (5) Continuous / 45(59.2%)
	Affiliated college professionals	(1) No /15(20.27) (2) Rarely / 20 (27.02%) (3) Occasionally / 15 (20.27%) (4) Frequent / 15 (20.27%) (5) Continuous / 9 (12.16%)
<b>Job Security (Do you think your job is secured job?)</b>	Business school Professionals	(1) No / 20 (27.02%) (2) Rarely / 5(6.75%) (3) Occasionally / 30 (40.54%) (4) Frequent / 15(19.73%) (5) Continuous / 4(5.26%)
	Affiliated college professionals	(1) No / 15 (19.73%) (2) Rarely / 4(5.26%) (3) Occasionally / 10 (13.15%) (4) Frequent / 10 (13.15%) (5) Continuous / 33 (44.59%)

Table 3 shows the summary of responses to stress symptoms and it clearly shows that the number of Business school Professionals facing maximum stress is more than that of Affiliated college professionals. Graph 1 is pictorial representation of table 3.

Table - 3: Summary to responses to depression symptoms.

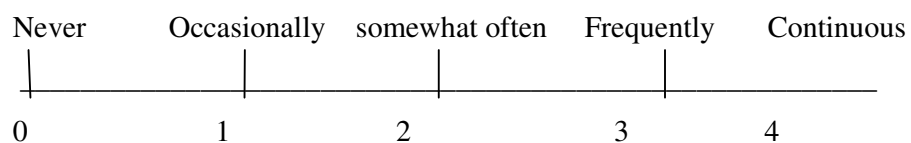
Type of Profession		Minimum	Moderate	Maximum
Business School professionals		11	8	57
Affiliated college Professionals	12	11	51	



To check the stress these two people are facing, another set of questionnaire is used from Job Stress Inventory. The inventory contains 20 different items like

- \_ I feel little enthusiasm for doing my job.
- \_ I feel tired even with adequate sleep.
- \_ I feel frustrated in carrying out my responsibilities at work.
- \_ I am moody, irritable, or impatient over small inconveniences.

The response options to these items were never, occasionally, somewhat often, frequently and almost always.

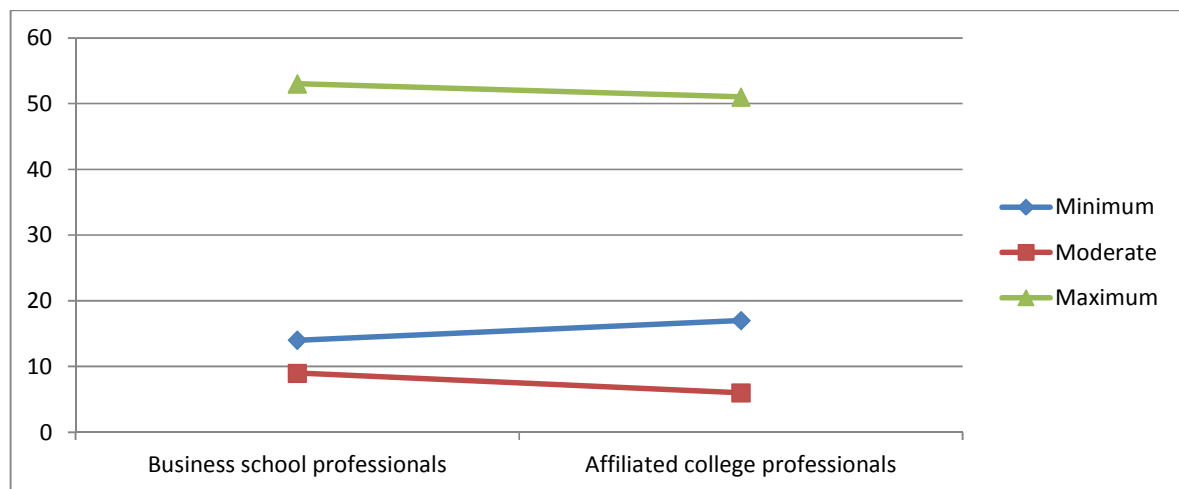


Responses of all respondents to 20 questions are summed to calculate overall stress the respondent is facing.

- Zero to 20 score- Minimum stress
- 21 to 40 score- Moderate stress
- 41 to 80 score- Maximum stress

Table 4 shows the summary of responses to stress items and the number of Business School professionals facing maximum stress is more than that of Affiliated College Professionals. Graph 2 graphically shows how maximum number of Business school Professionals faces the problem of stress.

Type of Profession	Minimum	Moderate	Maximum
Business School professionals	14	9	53
Affiliated college Professionals	17	6	51



### Hypothesis Testing

The set hypothesis is checked using chi-square test. Table 3 and 4 are used to check hypothesis using chi-square test. For two degree of freedom, at 1% level of significance, the table value  $X^2$  is Less than the table value and therefore, the null hypothesis is accepted and working hypothesis may be rejected at 1% level of significance with respect to Affiliated College Profession is less stressful as compared to Business School professionals.



**Calculation of  $X^2$  for table 3**

O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
11	11.65333	-0.65333	0.426844	0.036629
8	9.626667	-1.62667	2.646044	0.274866
57	54.72	2.28	5.1984	0.095
12	11.34667	0.653333	0.426844	0.037618
11	9.373333	1.626667	2.646044	0.282295
51	53.28	-2.28	5.1984	0.097568
			<b>X<sup>2</sup></b>	<b>0.823976</b>

**Calculation of  $X^2$  for table 4**

O	E	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
14	15.70667	-1.70667	2.912711	0.185444
9	7.6	1.4	1.96	0.257895
51	52.69333	-1.69333	2.867378	0.054416
17	15.29333	1.706667	2.912711	0.190456
6	7.4	-1.4	1.96	0.264865
51	51.30667	-0.30667	0.094044	0.001833
			<b>X<sup>2</sup></b>	<b>0.954909</b>

**Comparison**

Both professions need same educational qualification and expertise. But the characteristics of both professions are different. B School -Professionals are facing from the problems of long working hours, tight deadlines and poor ergonomics whereas Affiliated college Professionals have problem of poor salary, job security and resource availability (Table 2). Affiliated college Professionals who have worked more than 7 years at one place are more (24.32%) than that of B school-Professionals (19.73%). Main characteristic of B School Profession is long working hours and overtime. Working hours in Profession is more and they have to do overtime. B School Professionals work more than 8 hours. Whereas working hours in Affiliated College Professionals is considerably less than that of B School Profession and they do not work longer than their official working hours. But, B School Professionals have to work more than official working hours. Rather, working more than official working hours is their routine. This job characteristic increases their stress. IT-Professionals enjoy high

salary profile. B School Professionals get far more salary than Affiliated college Professionals. The number of B School -Professionals whose salary is 20,000 to 40,000 is 31 and that of Affiliated College Professionals is 13 only, whereas regular range of salary in Affiliated College Professionals is 10,000 to 20,000.

Most of the Affiliated college Professionals do not get enough salary. They are not satisfied with whatever salary they are getting. This is the only reason stress level is seen in Affiliated college Professionals although they do not have deadlines and long working hours. Regarding the resource availability, B School -Professionals are more comfortable than Affiliated College Professionals. More number of Affiliated College Professionals (44.59%) has fear of job security in them. Upgrading our self in recent trends in Education is the need of the hour. But, due to lack in resource unavailability, Affiliated College Professionals are not able to upgrade themselves in recent trends of Education. This can be another reason why Affiliated College Professionals face problem of stress regarding the symptoms of stress, the symptoms like feeling work as pressure, decreased enthusiasm, poor concentration, reduced appetite, ideas of hopelessness, helplessness is more common in IT-Professionals. The percentage of same symptoms in Affiliated College Professionals is comparatively less.

### **Conclusion**

Beside the typical job characters of both professions, Affiliated College Professionals face less stress than Business School Professionals. Both professions need similar educational qualification. But stress level is different. This is because of not having tight deadlines and long working hours. Due to the tight deadlines, Business School Professionals stress increases. They do not get time to enjoy their high salary. They do not enjoy with their families. They have to work for long time which again increases their stress and tension.

### References

- Gabriel, Gerald. (n.d.). *Hans Selye: The Discovery of Stress*, Available at <http://brainconnection.positscience.com/topics/?main=fa/selye> Accessed on February 1, 2012.
- Gordon, James S. (2000). *Stress Management*, Chelsea House Pub.
- Gregson, Susan R. (2000). *Stress Management*, Capstone Press, Minnesota.
- Kevin Daniels,(2003). Cognitive Factors' Influence on the Expression and Reporting of Work-Related Stress -Health and Safety Executive
- Kim-Wan Mo, 'Teacher Burnout: Relations with Stress, Personality, and Social Support', *UHK Education Journal* Vol. 19 No.1 pp. 3-11.
- Larraz, Andres L. M. (2011). *Stress Management*, Trafford pub, U.S.A.
- Lehrel, Palm M., Woolfolk, Robert L., and Sime, Wepley E. (2007). *Stress Management*, 3rd Edition, Guilford Press.
- Maslach, Christina (1981). 'The measurement of experienced burnout', *Journal of Occupational Behaviour*.Vol. 2., 99-113.
- Nair, Raji. (2007). Stress management in ITeS organizations through system thinking and system dynamics presented at National conference on system dynamics organized by IPE & system dynamics society of India, June 28-29.
- Ravichandran R., and Rajendran, R. (2007). 'Perceived Sources of Stress among the Teachers, , *Journal of the Indian Academy of Applied Psychology*, January 2007, Vol. 33, No.1, 133-136.
- Shukla, Ajay. (2006). *Stress Management*, 2<sup>nd</sup> edition, Unicorn pub.
- Smith, Jonathan G. (2002). *Stress Management*, Springer Pub., New York.
- Sunday Hindustan Times, (2008). Stress is emerging as a major problem for many successful people. 4 May.
- Lifepositive, (2012).*Stress*, Available at <http://www.lifepositive.com/mind/psychology/stress/stress.asp> Accessed on February 1, 2012.
- Weinberg, Ashley and Sutherland, Valerie J. (2010). *Organizational Stress Management*, Palgrave Macmillan, U.K.