A Study of occupational stress management of Administrators in higher education institutions

Pradeep Kumar Saraswat

Associate. Prof., Institute of Management Studies Noida

ABSTRACT

This study looked into the levels of stress of middle level administrators in higher education institutions as basis for organizational policy innovation. Specifically, it dealt on the following questions: (1.) What level of stress do the middle level administrators hold , when dealing with stressful situations brought about by the conflict encountered at the workplace? (2.) How did the respondents manage their stress when confronted with occupational conflict? (3.) Is there a significant difference in the level of stress of middle level administrators when data are grouped according to sex, age, type of school, and type of respondents? The study employed a descriptive quantitative - qualitative research design. It utilized survey-questionnaire for the quantitative data and interview guide questions for the focus grouped discussions for the qualitative data. A recorder was used to back up the qualitative data. Thirty six (36) respondent middle level administrators from the three (3) private (sectarian and non-sectarian) tertiary schools and three (3) public State, Colleges and Universities served as respondents of the study. Frequency and Ranking, T-test, Analysis of Variance (ANOVA) were the statistical tools used. Findings revealed that as to the level of stress of the respondent administrators, it came out to be: DOING FINE/NO STRESS. Moreover,there was no significant difference in the levels of stress among the respondents when data were classified according to the following variables: sex, age, and type of respondents. However, there was a significant difference in the level of stress among the respondents,when data were grouped according to types of school.

In the light of the above findings, it can be concluded that the respondent administrators were not stressed at all, despite the conflicts they met in their job. This has been brought by different educational backgrounds and family orientations and also their work-experiences which made them stronger in buffling the occupational stressors they encountered along the way. These found support in their varied responses during the interview. Finally, they were acting and practicing their respective professional ethics, as it came out that they managed to resolve the conflict by dealing with the problem with the concerned subordinates and talked it out in a professional confrontation. This was arrived at by the middle level administrators since they wanted the conflict settled immediately and professionally, then after that "professional talk with the concerned faculty and staff" everything was forgotten as if nothing has happened. This must be so, because they belonged to the same organization and for the organization to move on conflict must be settled. This found again support in the excerpts of the responses they made during the interview. It is highly recommended to have better organization that functions effectively and effeciently, the top academic managers should have regular stress management exercises and also give stress assessment on a regular basis to be able to determine the stress level of the administrators to avoid burn-out as this would have a great effect on the performance of their job. Faculty members will be included in the stress assessment, since they are part of the organization and they are one group where conflict arises. Department chairmen or program advisers for the middle level administrators, such as deans, associate deans and department chairmen or program advisers to value the " culture of professionalism " in all dealings with subordinates and among themselves and to give time and priority to INTERPERSONAL RELATIONSHIP (IPR)of all the MEMBERS IN THE ORGANIZATION, as this will enhance their social relationships with one another and even spiritual relationship with their GOD. This should be a MUST to all faculty ,staff and members in the college to be led by the Dean.

Keywords: Occupational Stress, Managing Stress Level, Interpersonal Relationship, Organizational Policy Innovation,

CHAPTER I

Introduction

Background of the Study

A person in conflict may also be under stress. There are a variety of definitions of stress, from very simple to complex. Humphrey and Humphrey (1986) defined stress as " any factor acting internally or externally that makes it difficult to adapt and that demands increased effort from the person to maintain a state of equilibrium within himself and his external environment." It is excitement, challenge, inspiration to do well and perform at high levels, but at the same time makes individuals fearful, angry, frustrated, and unable to relax (Cosgrove,2000). In an organization, there are always conflicts and professional arguments that lead to stress , which are normal in work related situations. Employees in the top management down to the first line managers are always in contact for work related transactions and business. During their constant interactions, it is inevitable that frictions may arise in relation to the subject of discussion. But all these are normal in a workplace, for an effective and fruitful results of their respective programs and projects.

Today, in a globalized country like us, workers in their respective fields have to meet certain demands of workloads, most especially in dealing with co-workers or colleagues. Adeyemo (2013) states that decision-making in an institution setting is a revealing mental process for an individual, and is often a sum of many minor decisions. Every factor taken into consideration bears influence in every step of the process, and thus affects the final outcome in a compounded manner. This operation is comparable to the workings of intricate clockwork, wherein the return of every screw and cog determines the performance of the mechanism as a whole.(Adeyemo,2013) stressful situations are also created among the concerned individuals in the organizations. For instance, the heads and the deans are not in constant communication with each other perhaps due to some disagreements in policies and internal rules, which later on the cause of stress between them. There are still a lot of frictions occuring in between the middle level administrators and their subordinates such as the teachers and office staff. The stress that is felt by these parties may raise to a hightened level which may result to their being burn-out in the job place.

Hence, the researcher looked into this issue ,for future innovations in the higher educational institutions, and for better educational planning and management. As stated by Coronel (2007) , educational managers simply do not assume their positions and continue to be efficient and effective without undergoing professional development. In reality, it takes much hard work to learn, to develop, and master the art and science of educational administration. (Coronel, 2007)

This study sought to determine and identify the levels of stress of the middle level administrators in Higher Education Institutions . **Specifically**, this study sought answers to the following querries:

1. What levels of stress do the middle level administrators hold , when dealing with such stressful situations brought about by the conflict encountered at the workplace?
2. How did the respondents manage their stress when confronted with work- related conficts?
3. Is there a significant difference in the level of stress of middle level administrators when data are grouped according to sex, age, type of school, and type of respondents?

CHAPTER II
THEORETICAL AND CONCEPTUAL FRAMEWORK

This chapter presents a review of the related literature and studies as well as the theoretical and conceptual framework on which the study is anchored.

A. Related Literature
Stress Defined

There are a variety of definitions of stress, from very simple to complex. Humphrey and Humphrey (1986) defined stress as " any factor acting internally or externally that makes it difficult to adapt and that demands increased effort from the person to maintain a state of equilibrium within himself and his external environment." It is excitement, challenge, inspiration to do well and perform at high levels, but at the same time makes individuals fearful, angry, frustrated, and unable to relax. (Cosgrove,2000, in Liozo, Jr. 2011)

Stress was first introduced into the health sciences in 1926 by a Canadian Researcher named Hans Seyle. In his early writings, Seyle first pioneered the theory of stress and used the term to describe the " sum of all non specicific responders or changes (within an organism) of the body . According to Seyle, (1974) a certain amount of stress is perfectly normal. Becoming tense over difficult decisions, worrying about problems in relationships, suffering anxiety in uncertain situations, or feeling fear when in danger are all

normal stress reactions. Some stresses are seen as being essential to promote growth; indeed, it can be the " spice of Life". Stress can

be either harmful or beneficial. (Andrade,2012)

According to Maslach , (1976 in LipangLipang ,2011) high caseloads in the helping professions e.g. social workers,nurses, teachers , etc.are a major cause of stress and may lead to burnout: Burnout often becomes inevitable when the professional is forced to provide care and services for too many people.

The visualization of stressor sources is important to decreasing or eliminating stressors. If a person does not know where a stressor is originating from, methods cannot be found to cope with it. A person cannot know the sources of all stressors, but to manage stress, he or she must know the origin of the majority of stressors. Using this visual to conceptualize stressors is the first step in managing and mastering stress. (Munson ,2002). Differences in the vulnerability to stress are due to perceptions experiences, orientations and goals.

Stress is a part of everybody's life. Depending on the level of stress, it can control people's lives, especially in the workplace. Employees spend several long hours at work, and thus have less time for other things. Stressed employees may be unhappy and thus produce nominally. Stress can deteriorate social and family relationships and eventually burn them out; ultimately it can take toll on any individual's health. Stress in the workplace can come from many different sources (Spielberger, 1981, 79).

Sources of Stress

Stress management starts with identifying the sources of stress in your life. This isn't as easy as it sounds. Your true sources of stress aren't always obvious, and it's all too easy to overlook your own stress-inducing thoughts, feelings, and behaviors. Sure, you may know that you're constantly worried about work deadlines. But maybe it's your procrastination, rather than the actual job demands, that leads to deadline stress. To identify your true sources of stress, look closely at your habits, attitude, and excuses, such as:

>Do you explain away stress as temporary ("I just have a million things going on right now") even though you can't remember the last time you took a breather?

  >Do you define stress as an integral part of your work or home life ("Things are always crazy around here") or as a part of your personality ("I have a lot of nervous energy, that's all").

>Do you blame your stress on other people or outside events, or view it as entirely normal and unexceptiona. Until you accept responsibility for the role you play in creating or maintaining it, your stress level will remain outside your control.

Stress level

Castro ,et al (2010) pointed out that in terms of stress levels of the respondents, the findings revealed that the women –victims of domestic violence at the women's crisis center quite often experienced emotional and physical stress due to the experiences they have undergone under the hands of their domestic partners or the perpetrators of the crime. According to McEwen (1998), certain amount of stress is probabaly healthy because it energizes and challenges a person to grow. But stress is generally experienced as an uncomfortable and unhealthy force that most of us would be happier without due to the emotions it brings plus the psychological part which in the biological aspect of the person, and what affects the mind also affects the body.

Stress is a common component of everyday emotional life, and it consists of a number of emotional responses. Although the term stress has negative connotations, a moderate level of stress is beneficial. Different level of stress are optimal for different people, and learning how much stress a person could handle is essential for recognizing its effect on the person's mental, physical and emotional well being. (Orilla, 2010)

On Coping Stress at Work

Reducing,Preventing, and Coping with Stress

While some workplace stress is normal, excessive stress can interfere with your productivity and impact your physical and emotional health. And your ability to deal with it can mean the difference between success or failure (Segal, et al,2014) . Jeanne Segal , Ph.D. (2014) states " You can't control everything in your work environment, but that doesn't mean you're powerless—even when you're stuck in a difficult situation. Finding ways to manage workplace stress isn't about making huge changes or rethinking career ambitions, but rather about focusing on the one thing that's always within your control: **you.** It may seem that there's nothing you can do about stress. The bills won't stop coming, there will never be more hours in the day, and your career and family responsibilities will always be demanding. But you have more control than you might think. In fact, the simple realization that you're in control of your life

is the foundation of stress management. Managing stress is all about taking charge: of your thoughts, emotions, schedule, and the way you deal with problems.

Research indicates that individuals in different occupations may rely upon different types of coping strategies to deal with stress. One study, which explored occupational stress and coping strategies among certified older registered nurses, reported that these individuals most often utilized emotion-focused coping mechanisms, including intentionally calming themselves down. Internalization of the stress, verbalizing stressors with friends and coworkers, joking, and distracting themselves from stress with hobbies outside of work were other emotion-focused strategies identified in the study (Perry, 2005). Like the nurses in this study, IT managers in another study indicated that social support was an important and effective coping mechanism. However, these individuals also relied upon problem-focused coping mechanisms, such as adding resources, problem-solving, and planning to cope with occupational stress. It was interesting to note that men in the study used problem solving more often than women (Richmond & Skitmore, 2006).

Unhealthy Ways of Coping Stress at Work

According to Robinson (2014), these coping strategies at work or in any other sources of stress may temporarily reduce stress, but they cause more damage in the long run, like : Smoking, Drinking too much, Overating or undereating, Zoning out of hours infront of the TV or computer, Withdrawing from friends, family and activities, Using pills or drugs to relax, Sleeping too much, procastinating, Filling up every minute of the day to avoid facing problems, Taking out your stress on others (lashing out, angry outbursts, physical violence.

Healthy Ways of Coping Stress

Smith (2014) mentions that if the methods of coping with stress aren't contributing to your greater emotional and physical health, it's time to find healthier ones. There are many healthy ways to manage and cope with stress, but they all require change. You can either change the situation or change your reaction. When deciding which option to choose, it's helpful to think of the four As: *AVOID, ALTER, ADAPT, and ACCEPT*

Since everyone has a unique response to stress, there is no "one size fits all" solution to managing it. No single method works for everyone or in every situation, so experiment with different techniques and strategies. Focus on what makes you feel calm and in control.

STRESS RESOLUTION STRATEGIES (Smith,2014)

Avoid unnecessary stress.   Not all stress can be avoided, and it's not healthy to avoid a situation that needs to be addressed. You may be surprised, however, by the number of stressors in your life that you can eliminate.

▪   Learn how to say "no" – Know your limits and stick to them. Whether in your personal or professional life, taking on more than you can han dle is a surefire recipe for stress.
▪   Avoid people who stress you out – If someone consistently causes stress in your life and you can't turn the relationship around, limit the amount of time you spend with that person or end the relationship entirely.
▪   Take control of your environment – If the evening news makes you anxious, turn the TV off. If traffic's got you tense, take a longer but less-traveled route. If going to the market is an unpleasant chore, do your grocery shopping online.
▪   Avoid hot-button topics – If you get upset over religion or politics, cross them off your conversation list. If you repeatedly

argue about the same subject with the same people, stop bringing it up or excuse yourself when it's the topic of discussion.

▪   Pare down your to-do list – Analyze your schedule, responsibilities, and daily tasks. If you've got too much on your plate, distinguish between the "shoulds" and the "musts." Drop tasks that aren't truly necessary to the bottom of the list or eliminate them entirely.

Alter the situation

     If you can't avoid a stressful situation, try to alter it. Figure out what you can do to change things so the problem doesn't present itself in the future. Often, this involves changing the way you communicate and operate in your daily life.

▪   Express your feelings instead of bottling them up. If something or someone is bothering you, communicate your concerns in an open and respectful way. If you don't voice your feelings, resentment will build and the situation will likely remain the same.

▪   Be willing to compromise. When you ask someone to change their behavior, be willing to do the same. If you both are willing to bend at least a little, you'll have a good chance of finding a happy middle ground.

▪   Be more assertive. Don't take a backseat in your own life. Deal with problems head on, doing your best to anticipate and prevent them. If you've got an exam to study for and your chatty roommate just got home, say up front that you only have five minutes to talk.

▪   Manage your time better. Poor time management can cause a lot of stress. When you're stretched too thin and running behind, it's hard to stay calm and focused. But if you plan ahead and make sure you don't overextend yourself, you can alter the amount of stress you're under

Adapt to the stressor

     If you can't change the stressor, change yourself. You can adapt to stressful situations and regain your sense of control by changing your expectations and attitude.

▪   Reframe problems. Try to view stressful situations from a more positive perspective. Rather than fuming about a traffic jam, look at it as an opportunity to pause and regroup, listen to your favorite radio station, or enjoy some alone time.

▪   Look at the big picture. Take perspective of the stressful situation. Ask yourself how important it will be in the long run. Will it matter in a month? A year? Is it really worth getting upset over? If the answer is no, focus your time and energy elsewhere.

▪   Adjust your standards. Perfectionism is a major source of avoidable stress. Stop setting yourself up for failure by demanding perfection. Set reasonable standards for yourself and others, and learn to be okay with "good enough."

▪   Focus on the positive. When stress is getting you down, take a moment to reflect on all the things you appreciate in your life, including your own positive qualities and gifts. This simple strategy can help you keep things in perspective- Adjusting your attitude. How you think can have a profound effect on your emotional and physical well-being. Each time you think a negative thought about yourself, your body reacts as if it were in the throes of a tension-filled situation. If you see good things about yourself, you are more likely to feel good; the reverse is also true. Eliminate words such as "always," "never," "should," and "must." These are telltale marks of self-defeating thoughts.

Accept the things you can't change

     Some sources of stress are unavoidable. You can't prevent or change stressors such as the death of a loved one, a serious illness, or a national recession. In such cases, the best way to cope with stress is to accept things as they are. Acceptance may be difficult, but in the long run, it's easier than railing against a situation you can't change.

▪   Don't try to control the uncontrollable. Many things in life are beyond our control— particularly the behavior of other people. Rather than stressing out over them, focus on the things you can control such as the way you choose to react to problems.

▪   Look for the upside. As the saying goes, "What doesn't kill us makes us stronger." When facing major challenges, try to look at them as opportunities for personal growth. If your own poor choices contributed to a stressful situation, reflect on them and learn from your mistakes.

▪   Share your feelings. Talk to a trusted friend face to face or make an appointment with a therapist. The simple act of expressing what you're going through can be very cathartic, even if there's nothing you can do to alter the stressful situation. Opening up is not a

sign of weakness and it won't make you a burden to others. In fact, most friends will be flattered that you trust them enough to confide in them, and it will only strengthen your bond.

▪ Learn to forgive. Accept the fact that we live in an imperfect world and that people make mistakes. Let go of anger and resentments. Free yourself from negative energy by forgiving and moving on.

Make time for fun and relaxation

Beyond a take-charge approach and a positive attitude, you can reduce stress in your life by nurturing yourself. If you regularly make time for fun and relaxation, you'll be in a better place to handle life's stressors.

Healthy Ways to Relax From Stress are the following:

Go for a walk, Spend time in nature, Call a good friend, sweat out tension with a good workout, Write in your journal, Take a long bath, Light scented candles, Savor warm cup of coffe or tea, Play with a pet, work in your garden, Get a massage, Curl up with a good book, Listen to music, watch comedy. Don't get so caught up in the hustle and bustle of life that you forget to take care of your own needs. Nurturing yourself is a necessity, not a luxury.

▪ Set aside relaxation time. Include rest and relaxation in your daily schedule. Don't allow other obligations to encroach. This is your time to take a break from all responsibilities and recharge your batteries.
▪ Connect with others. Spend time with positive people who enhance your life. A strong support system will buffer you from the negative effects of stress.
▪ Do something you enjoy every day. Make time for leisure activities that bring you joy, whether it be stargazing, playing the piano, or working on your bike.
▪ Keep your sense of humor. This includes the ability to laugh at yourself. The act of laughing helps your body fight stress in a number of ways.

Adopt a healthy lifestyle

You can increase your resistance to stress by strengthening your physical health.

▪ Exercise regularly. Physical activity plays a key role in reducing and preventing the effects of stress. Make time for at least 30 minutes of exercise, three times per week. Nothing beats aerobic exercise for releasing pent-up stress and tension.
▪ Eat a healthy diet. Well-nourished bodies are better prepared to cope with stress, so be mindful of what you eat. Start your day right with breakfast, and keep your energy up and your mind clear with balanced, nutritious meals throughout the day.
▪ Reduce caffeine and sugar. The temporary "highs" caffeine and sugar provide often end in with a crash in mood and energy. By reducing the amount of coffee, soft drinks, chocolate, and sugar snacks in your diet, you'll feel more relaxed and you'll sleep better.
▪ Avoid alcohol, cigarettes, and drugs. Self-medicating with alcohol or drugs may provide an easy escape from stress, but the relief is only temporary. Don't avoid or mask the issue at hand; deal with problems head on and with a clear mind.
▪ Get enough sleep. Adequate sleep fuels your mind, as well as your body. Feeling tired will increase your stress because it may cause you to think irrationally. (Smith,2014)

New ways of coping with stress

As stated by Callaghan (2011), there are new ways of coping with stress. Be it a car crash or a sudden death, a fire, quake or flood, traumatic events leave traumatised people. And for many years the advice of friends and families has been to describe what has been seen or felt and not bury the emotion. It's particularly the case in disasters when every witness is asked to tell a journalist's microphone "just how it felt".

But leading psychiatrists now say the demand that a person relive the traumatic experience could make the chances of longer-term psychological damage greater. A **structured psychological debriefing**, a common method used after natural disasters to try to reduce post-traumatic stress, is now considered a poor method of helping people recover, with the World Health Organisation strongly recommending against the practice. "Ten, 15 years ago there was a sense that you had to talk about (a traumatic event) and talk about it

now," says Associate Professor David Forbes, from the Department of Psychiatry at the University of Melbourne and Deputy Director of the Australian Centre for Post-traumatic Mental Health. "One thing we are very confident about now is that you don't have to talk about it now if you don't want to." Dr Forbes says Australian guidelines now recommend against psychological debriefing in favour of what is called **psychological first aid.**

The shift has come after an increase in studies that have found debriefing can actually make it harder for people to cope with traumatic events. Instead, there is a push for more useful support, such as getting access to social security or helping people stay in touch with their family and community."The most common response after trauma is spontaneous recovery over time as people use their natural coping skills or their social support," he says. **"The key part is providing what support people need when they need it.** "The part of psychology that we have most concerns about is that it requires people to address in detail what occurs in a traumatic experience and what their reactions were, and for a group of people that's not the way they would prefer to cope. "Some would prefer to park it, temporarily avoid it, and get their routine back."If they do want to discuss it, a brought-in counsellor may not be the person. They want to talk to their spouse, their friends or their work colleagues."

If a person still feels traumatised after a few weeks, Dr Forbes says the community can help here as well. "In the aftermath of the Victorian bushfires, it was about training publicans and hairdressers in things to look out for and advice to give in terms of referral," he says. "There was a process of community training in the aftermath of fires consistent with **psychological first aid**, drilling right down to the community level. "You can train people in what to identify, what are some simple words of advice and direction and what are some pathways to referral." The move against psychological debriefing has been growing, with the release in 2004 of the Cochrane Review that looked at nine trials of the treatment and found it did not prevent the onset of post-traumatic stress disorder or reduce psychological distress. One trial found a significant increase in the risk of post-traumatic stress disorder. Some authors warn that the debriefing approach has been disastrous in cultures where reliving and retelling traumatic events is not the best path to healing.

American Ethan Watters, author of Crazy Like Us: The Globalisation of the American Psyche, recently gave ABC radio the example of Sri Lankan communities where years of war had led to people living in close proximity who might have been on opposing sides. **Silence was vital to stop revenge killings but Western counsellors or psychologists trying to use debriefing upset that balance.** "Small villages had often enforced very strict rules of discussion of how you retold history; they actually had a whole set of language by which certain words could be spoken and certain words couldn't be spoken," he said. "The intent was very clear, to keep down the cycles of revenge violence. So into that very delicate cultural balance came Western healers with this idea that truth-telling is the way towards psychological healing." Psychological debriefing has also been criticised for making the natural feeling of the distress after a traumatic experience seem like a medical problem.

Dr. Forbes says debriefing can "pathologise" ordinary reactions. "What is not recommended is that you give people a whole list of things they might experience over the next 24 hours," he says. "It is also about making clear that reactions are to be expected and they are not signs of developing post-traumatic stress or an illness." **The role of the health profession is to help people use their natural coping skills and strategies to recover, he says, not to impose strategies that could interfere.** "We keep people monitored, supported and provide them with the assistance they need when they need it," he says. "(This is better) than giving a one-size-fits all intervention that is either no use or, potentially for a subset, actively interferes with their coping strategy."

WORKPLACE STRESS COPING STRATEGIES

Job stress can be all-consuming — but it doesn't have to be as long as you address your triggers, keep perspective and know when to seek help. According to *Mayo Clinic* based in United States, the workplace is a likely source of stress but you're not powerless to the effects of stress at work. Effectively coping with job stress can benefit both your professional and personal life. Here's help taking charge.

Your personality, experiences and other unique characteristics all influence the way you respond to and cope with stress. Situations and events that are distressing for your colleagues might not bother you in the least — or you might be particularly sensitive to certain stressors that don't seem to faze other people. To begin coping with stress at work, identify your stress triggers. For a week or two, record the situations, events and people who cause you to have a negative physical, mental or emotional response. Include a brief description of each situation, such as:

- Where were you?

- Who was involved?
- What was your reaction?
- How did you feel?

Then evaluate your stress inventory. You might find obvious causes of stress, such as the threat of losing your job or obstacles with a particular project. You might also notice subtle but persistent causes of stress, such as a long commute or an uncomfortable workspace. Once you've identified your stress triggers, consider each situation or event and look for ways to resolve it. Suppose, for instance, that you're behind at work because you leave early to pick up your son from school. You might check with other parents or neighbors about an after-school carpool. Or you might begin work earlier, shorten your lunch hour or take work home to catch up in the evening. Often, the best way to cope with stress is to find a way to change the circumstances that are causing it.

Nowhere is stress more likely than in the workplace. Twenty-five percent of people say that their job is the primary stressor in their lives. Job stress can affect your professional and personal relationships, your livelihood, and your health. The good news is that you're not powerless. You can learn better ways of coping with stress. In small doses, stress is a good thing. It can energize and motivate you to deal with challenges. But prolonged or excessive stress — the kind that overwhelms your ability to cope — can take a severe psychological and physical toll. High stress levels have been linked to depression, anxiety, cardiovascular disease, musculoskeletal problems, impaired immune response and cancer.

Your genes, personality and life experiences all influence the way you respond to and cope with stress. Situations and events that are distressing for most people might not bother you in the least. Or, you may be particularly sensitive to even minor stressors. The first step in coping with stress is identifying your stress triggers. Some causes of stress are obvious — the threat of losing your job, for instance. But small, daily hassles and demands such as a long commute or difficult co-workers also contribute to your stress level. Over time, small, persistent stressors can wreak more havoc than sudden, devastating events. To identify the factors causing your stress, try keeping a stress inventory: For one week write down the situations, events and people who cause you to have a negative physical, mental or emotional response. Give a brief description of the situation. Where were you? Who was involved? Also, describe your reaction. Did you feel frustrated, angry or nervous?

After a week, sit down and look at your stress inventory. Choose one situation to work on using problem-solving techniques. That means identifying and exploring the problem, looking for ways to resolve it, and selecting and implementing a solution. Suppose, for instance, that you're behind at work because you leave early to pick up your son from school. You might check with other parents to see if your son can ride with them. Or, you might come in early, work through your lunch hour or take work home to catch up. The best way of coping with stress is to try to find a way to change the circumstances that are causing it.

Work overload — feeling you have too much to do — is a common cause of job stress. You may not be able to affect the amount of work you have, but you can use time management to help you be more efficient and feel less under the gun. Try these tips to improve your time management skills and lower your stress level.

- Set realistic goals. Create realistic expectations and deadlines for yourself, and set regular progress reviews.

- Make a priority list. Prepare a list of tasks and rank them in order of priority. Throughout the day, scan your master list and work on tasks in priority order.
- Protect your time. For an especially important or difficult project, block time on your schedule when you can work on it without interruptions.

When your job is stressful, it can feel like it's taking over your life. Try to maintain perspective. Here are some tips that can help.

- Get other points of view. Talk with colleagues or friends you trust about the issues you're facing at work. They may be able to provide insights or offer suggestions for coping. Just having someone to talk to can be a relief.
- Take a break. Make the most of workday breaks. Even 10 minutes of personal time can be refreshing. Similarly, take time off, whether it's a two-week vacation or just a long weekend.
- Have an outlet. All work and no play is a recipe for burnout. Make sure to spend time on activities you enjoy, such as reading, socializing or pursuing a hobby.

▪   Take care of yourself. Be vigilant about taking care of your health. Get regular exercise and plenty of sleep, and eat a healthy diet.

If none of these things relieves your feelings of stress or burnout, try talking with a health care professional. He or she can help you assess your feelings and consider all your options. In some cases, the best solution to intolerable job stress may be finding a new job.

While some workplace stress is normal, excessive stress can interfere with your productivity and impact your physical and emotional health. And your ability to deal with it can mean the difference between success or failure. You can't control everything in your work environment, but that doesn't mean you're powerless—even when you're stuck in a difficult situation. Finding ways to manage workplace stress isn't about making huge changes or rethinking career ambitions, but rather about focusing on the one thing that's always within your control: you.

Coping with work stress in today's uncertain climate

For workers everywhere, the troubled economy may feel like an emotional roller coaster. "Layoffs" and "budget cuts" have become bywords in the workplace, and the result is increased fear, uncertainty, and higher levels of stress. Since job and workplace stress increase in times of economic crisis, it's important to learn new and better ways of coping with the pressure. Your emotions are contagious, and stress has an impact on the quality of your interactions with others. The better you are at managing your own stress, the more you'll positively affect those around you, and the less other people's stress will negatively affect you.

There are a variety of steps you can take to reduce both your Overall stress levels and the stress you find on the job and in the workplace. These include:

▪   Taking responsibility for improving your physical and emotional well-being. Avoiding pitfalls by identifying knee jerk habits and negative attitudes that add to the stress you experience at work.
▪   Learning better communication skills to ease and improve your relationships with management and co-workers.

Tip 1: Recognize warning signs of excessive stress at work

When you feel overwhelmed at work, you lose confidence and may become irritable or withdrawn. This can make you less productive and less effective in your job, and make the work seem less rewarding. If you ignore the warning signs of work stress, they can lead to bigger problems. Beyond interfering with job performance and satisfaction, chronic or intense stress can also lead to physical and emotional health problems.

Signs and symptoms of excessive job and workplace stress

Feeling anxious or depress, Apathy loss of interest in work, Problem sleeping, Fatigue, Trouble concentrating, Mascle tention or heahaches, Stomach problems, Social withdrawal, Loss of sex drive, Using alcohol or drugs to cope

Common causes of excessive workplace stress

▪   Fear of being laid off
▪   More overtime due to staff cutbacks
▪   Pressure to perform to meet rising expectations but with no increase in job satisfaction
▪   Pressure to work at optimum levels—all the time!

Tip 2: Reduce job stress by taking care of yourself

When stress at work interferes with your ability to perform in your job, manage your personal life, or adversely impacts your health, it's time to take action. Start by paying attention to your physical and emotional health. When your own needs are taken care of, you're stronger and more resilient to stress. The better you feel, the better equipped you'll be to manage work stress without becoming overwhelmed. Taking care of yourself doesn't require a total lifestyle overhaul. Even small things can lift your mood, increase your energy, and make you feel like you're back in the driver's seat. Take things one step at a time, and as you make more positive lifestyle choices, you'll soon notice a reduction in your stress levels, both at home and at work.

Get moving

Regular exercise is a powerful stress reliever—eventhough it may be the last thing you feel like doing. Aerobic exercise—activity that raises your heart rate and makes you sweat—is a hugely effective way to lift your mood, increase energy, sharpen focus, and relax both the mind and body. For maximum stress relief, try to get at least 30 minutes of heart-pounding activity on most days. If it's easier to fit into your schedule, break up the activity into two or three shorter segments.

Make food choices that keep you go. Low blood sugar can make you feel anxious and irritable, while eating too much can make you lethargic. Healthy eating can help you get through stressful work days. By eating small but frequent meals, you can help your body maintain an even level of blood sugar, keep your energy up, stay focused, and avoid mood swings. Drink alcohol in moderation and avoid nicotine. Alcohol temporarily reduces anxiety and worry, but too much can cause anxiety as it wears off. Drinking to relieve job stress may also eventually lead to alcohol abuse and dependence. Similarly, smoking when you're feeling stressed and overwhelmed may seem calming, but nicotine is a powerful stimulant – leading to higher, not lower, levels of anxiety.

Get enough sleep

Not only can stress and worry cause insomnia, but a lack of sleep can leave you vulnerable to even more stress. When you're well-rested, it's easier to keep your emotional balance, a key factor in coping with job and workplace stress. Try to improve the quality of your sleep by keeping a sleep schedule and aiming for 8 hours a night.

Get support

Close relationships are vital to helping you through times of stress so reach out to family and friends. Simply sharing your feelings face to face with another person can help relieve some of the stress. The other person doesn't have to respond to "fix" your problems; he or she just has to be a good listener. Accepting support is not a sign of weakness and it won't mean you're a burden to others. In fact, most friends will be flattered that you trust them enough to confide in them, and it will only strengthen your bo

Tip 3: Reduce job stress by prioritizing and organizing

When job and workplace stress threatens to overwhelm you, there are simple steps you can take to regain control over yourself and the situation. Your new found ability to maintain a sense of self-control in stressful situations will often be well-received by co-workers, managers, and subordinates alike, which can lead to better relationships at work. Here are some suggestions for reducing job stress by prioritizing and organizing your responsibilities--Time management tips for reducing job stress

>Create a balanced schedule. Analyze your schedule, responsibilities, and daily tasks. All work and no play is a recipe for burnout. Try to find a balance between work and family life, social activities and solitary pursuits, daily responsibilities and downtime.

>Don't over-commit yourself. Avoid scheduling things back-to-back or trying to fit too much into one day. All too often, we underestimate how long things will take. If you've got too much on your plate, distinguish between the "shoulds" and the "musts." Drop tasks that aren't truly necessary to the bottom of the list or eliminate them entirely.

>Try to leave earlier in the morning. Even 10-15 minutes can make the difference between frantically rushing to your desk and having time to ease into your day. Don't add to your stress levels by running late.

>Plan regular breaks. Make sure to take short breaks throughout the day to take a walk or sit back and clear your mind. Also try to get away from your desk or work station for lunch. Stepping away from work to briefly relax and recharge will help you be more, not less, productive.

Task management tips for reducing job stress

▪   Prioritize tasks. Make a list of tasks you have to do, and tackle them in order of importance. Do the high-priority items first. If you have something particularly unpleasant to do, get it over with early. The rest of your day will be more pleasant as a result.

▪   Break projects into small steps. If a large project seems overwhelming, make a step-by-step plan. Focus on one manageable step at a time, rather than taking on everything at once.

▪   Delegate responsibility. You don't have to do it all yourself. If other people can take care of the task, why not let them? Let go of the desire to control or oversee every little step. You'll be letting go of unnecessary stress in the process.

▪   Be willing to compromise. When you ask someone to contribute differently to a task, revise a deadline, or change their behavior at work, be willing to do the same. Sometimes, if you can both bend a little, you'll be able to find a happy middle ground that reduces the stress levels for everyone.

Tip 4: Reduce job stress by improving emotional intelligence

Even if you're in a job where the environment has grown increasingly stressful, you can retain a large measure of self-control and self-confidence by understanding and practicing emotional intelligence. <u>Emotional intelligence is the ability to manage and use your emotions in positive and constructive ways.</u> When it comes to satisfaction and success at work, emotional intelligence matters just as much as intellectual ability. Emotional intelligence is about communicating with others in ways that draw people to you, overcome differences, repair wounded feelings, and defuse tension and stress.

Emotional intelligence (E Q) in the workplace

Emotional intelligence in the workplace has four major components:

▪   Self-awareness – The ability to recognize your emotions and their impact while using gut feelings to guide your decisions.

▪   Self-management – The ability to control your emotions and behavior and adapt to changing circumstances.

▪   Social awareness – The ability to sense, understand, and react to other's emotions and feel comfortable socially.

▪   Relationship management – The ability to inspire, influence, and connect to others and manage conflict.

The five key skills of emotional intelligence

There are five key skills that you need to master in order to raise your emotional intelligence and manage stress at work.

▪   Realize when you're stressed, **r**ecognize your particular stress response, and become familiar with sensual cues that can rapidly calm and energize you. The best way to reduce stress quickly is through the senses: through sight, sound, smell, taste, and touch. But each person responds differently to sensory input, so you need to find things that are soothing to you.

▪   Stay connected to your internal emotional experience so you can appropriately manage your own emotions. Your moment-to-moment emotions influence your thoughts and actions, so pay attention to your feelings and factor them into your decision making at work. If you ignore your emotions you won't be able to fully understand your own motivations and needs, or to communicate effectively with others.

▪   Recognize and effectively use nonverbal cues and body language. In many cases, what we say is less important than how we say it or the other nonverbal signals we send out, such as eye contact, facial expression, tone of voice, posture, gesture and touch. Your nonverbal messages can either produce a sense of interest, trust, and desire for connection–or they can generate confusion, distrust, and stress. You also need to be able to accurately read and respond to the nonverbal cues that other people send you at work.

▪   Develop the capacity to meet challenges with humor. There is no better stress buster than a hearty laugh and nothing reduces stress quicker in the workplace than mutually shared humor. But, if the laugh is at someone else's expense, you may end up with more rather than less stress.

▪   Resolve conflict positively. Resolving conflict in healthy, constructive ways can strengthen trust between people and relieve workplace stress and tension. When handling emotionally-charged situations, stay focused in the present by disregarding old hurts and resentments, connect with your emotions, and hear both the words and the nonverbal cues being used. If a conflict can't be resolved, choose to end the argument, even if you still disagree.

Tip 5: Reduce job stress by breaking bad habits

Many of us make job stress worse with negative thoughts and behavior. If you can turn around these self-defeating habits, you'll find employer-imposed stress easier to handle.

- Resist perfectionism. No project, situation, or decision is ever perfect, so trying to attain perfection on everything will simply add unnecessary stress to your day. When you set unrealistic goals for yourself or try to do too much, you're setting yourself up to fall short. Aim to do your best, no one can ask for more than that.

- Clean up your act. If you're always running late, set your clocks and watches fast and give yourself extra time. If your desk is a mess, file and throw away the clutter; just knowing where everything is saves time and cuts stress. Make to-do lists and cross off items as you accomplish them. Plan your day and stick to the schedule—you'll feel less overwhelmed.
- Flip your negative thinking. If you see the downside of every situation and interaction, you'll find yourself drained of energy and motivation. Try to think positively about your work, avoid negative-thinking co-workers, and pat yourself on the back about small accomplishments, even if no one else does.
- Don't try to control the uncontrollable. Many things at work are beyond our control—particularly the behavior of other people. Rather than stressing out over them, focus on the things you can control such as the way you choose to react to problems.

Four Ways to Dispel Stress

- Take time away. When stress is mounting at work, try to take a quick break and move away from the stressful situation. Take a stroll outside the workplace if possible, or spend a few minutes meditating in the break room. Physical movement or finding a quiet place to regain your balance can quickly reduce stress.
- Talk it over with someone. In some situations, simply sharing your thoughts and feelings with someone you trust can help reduce stress. Talking over a problem with someone who is both supportive and empathetic can be a great way to let off steam and relieve stress.
- Connect with others at work. Developing friendships with some of your co-workers can help buffer you from the negative effects of stress. Remember to listen to them and offer support when they are in need as well.
- Look for humor in the situation. When used appropriately, humor is a great way to relieve stress in the workplace. When you or those around you start taking things too seriously, find a way to lighten the mood by sharing a joke or funny story.

Tip 6: Learn how managers or employers can reduce job stress

It's in a manager's best interest to keep stress levels in the workplace to a minimum. Managers can act as positive role models, especially in times of high stress, by following the tips outlined in this article. If a respected manager can remain calm in stressful work situations, it is easier for his or her employees to also remain calm.

Additionally, there are a number of organizational changes that managers and employers can make to reduce workplace stress. These include:

Improve communication

- Share information with employees to reduce uncertainty about their jobs and futures.
- Clearly define employees' roles and responsibilities.
- Make communication friendly and efficient, not mean-spirited or petty. Consult your employees

- Give workers opportunities to participate in decisions that affect their jobs.
- Consult employees about scheduling and work rules.
- Be sure the workload is suitable to employees' abilities and resources; avoid unrealistic deadlines.
- Show that individual workers are valued.

- ▪ Offer rewards and incentives.
- ▪ Praise good work performance, both verbally and officially, through schemes such as Employee of the Month.
- ▪ Provide opportunities for career development.
- ▪ Promote an "entrepreneurial" work climate that gives employees more control over their work.

Cultivate a friendly social climate

- ▪ Provide opportunities for social interaction among employees.
- ▪ Establish a zero-tolerance policy for harassment.
- ▪ Make management actions consistent with organizational values.

Coping Strategies/techniques

Hundreds of coping strategies have been identified. Classification of these strategies into a broader architecture has not yet been agreed upon. Common distinctions are often made between various contrasting strategies, for example: problem-focused versus emotion-focused; engagement versus disengagement; cognitive versus behavioral.

The psychology textbook by Weiten identifies three broad types of coping strategies:

- • appraisal-focused: Directed towards challenging one's own assumptions, adaptive cognitive
- • problem-focused: Directed towards reducing or eliminating a stressor, adaptive behavioral
- • emotion -focused: Directed towards changing one's own emotional reaction Appraisal-focused strategies occur when the person modifies the way they think, for example: employing denial, or distancing oneself from the problem. People may alter the way they think about a problem by altering their goals and values, such as by seeing the humor in a situation: "some have suggested that humor make People using problem-focused strategies try to deal with the cause of their problem. They do this by finding out information on the problem and learning new skills to manage the problem. Problem-focused coping is aimed at changing or eliminating the source of the stress. The three problem-focused coping strategies identified by Folkman and Lazarus are taking control, information seeking, and evaluating the pros and cons. Emotion-focused strategies involve releasing pent-up emotions, distracting oneself, managing hostile feelings, meditating or using systematic relaxation procedures. Emotion-focused coping "is oriented toward managing the emotions that accompany the perception of stress". The five emotion-focused coping strategies identified by Folk man and Lazarus are disclaiming, escape-avoidance, accepting responsibility or blame, exercising self-control, and positive reappraisal. Emotion-focused coping is a mechanism to alleviate distress by minimizing, reducing, or preventing, the emotional components of a stressor. This mechanism can be applied through a variety of ways, such as seeking social support, reappraising the stressor in a positive light, accepting responsibility, using avoidance, exercising self-control, and distancing. The focus of this coping mechanism is to change the meaning of the stressor or transfer attention away from it. For example, reappraising tries to find a more positive meaning of the cause of the stress in order to reduce the emotional component of the stressor. Avoidance of the emotional distress will distract from the negative feelings associated with the stressor. Emotion-focused coping is well suited for stressors that seem uncontrollable (ex. a terminal illness diagnosis, or the loss of a loved one). Some mechanisms of emotion focused coping, such as distancing or avoidance, can have alleviating outcomes for a short period of time, however they can be detrimental when used over an extended period. Positive emotion-focused mechanisms, such as seeking social support, and positive re-appraisal, are associated with beneficial outcomes.

Typically, people use a mixture of all three types of coping strategies, and coping skills will usually change over time. All these methods can prove useful, but some claim that those using problem-focused coping strategies will adjust better to life. Problem-focused coping mechanisms may allow an individual greater perceived control over their problem, whereas emotion-focused coping may sometimes lead to a reduction in perceived control (maladaptive coping). Lazarus "notes the connection between his idea of 'defensive reappraisals' or cognitive coping and Freud's concept of 'ego-defenses'", coping strategies thus overlapping with a person's defense mechanisms.

Positive techniques (adaptive or constructive coping)

One positive coping strategy, anticipating a problem, is known as *proactive coping*. Anticipation is when one reduces the stress

of some difficult challenge by anticipating what it will be like and preparing for how one is going to cope with it. Two others are *social coping*, such as seeking social support from others, and *meaning-focused coping*, in which the person concentrates on deriving meaning from the stressful experience Yet another way of coping is avoiding thoughts or circumstances that cause stress. Keeping fit, when you are well and healthy, when nutrition, exercise and sleep are adequate, it is much easier to cope with stress - and learning to lower the level of arousal by relaxing muscles the message is received that all is well are also positive techniques. One of the most positive methods people use to cope with painful situations is humor. You feel things to the full but you master them by turning it all into pleasure and fun. While dealing with stress it is important to deal with your physical, mental, and social well being. One should maintain one's health and learn to relax if one finds oneself under stress. Mentally it is important to think positive thoughts, value oneself, demonstrate good time management, plan and think ahead, and express emotions. Socially one should communicate with people and seek new activities. By following these simple strategies, one will have an easier time responding to stresses in one's life.

Negative techniques (maladaptive coping or non-coping)

While adaptive coping methods improve functioning, a maladaptive coping technique will just reduce symptoms while maintaining and strengthening the disorder. Maladaptive techniques are more effective in the short term rather than long term coping process. Examples of maladaptive behavior strategies include dissociation, sensitization, safety behaviors, anxious avoidance, and escape (including self-medication). These coping strategies interfere with the person's ability to unlearn, or break apart, the paired association between the situation and the associated anxiety symptoms. These are maladaptive strategies as they serve to maintain the disorder. Dissociation is the ability of the mind to separate and compartmentalize thoughts, memories, and emotions. This is often associated with post traumatic stress syndrome. Sensitization is when a person seeks to learn about, rehearse, and/or anticipate fearful events in a protective effort to prevent these events from occurring in the first place. Safety behaviors are demonstrated when individuals with anxiety disorders come to rely on something, or someone, as a means of coping with their excessive anxiety. Anxious avoidance is when a person avoids anxiety provoking situations by all means. This is the most common strategy. Escape is closely related to avoidance. This technique is often demonstrated by people who experience panic attacks or have phobias. These people want to flee the situation at the first sign of anxiety. (Mayo Clinic of U.S.A.)

Results and Discussion

Research Problem No. 1.   What levels of stress do the middle level administrators hold , when dealing with such stressful situations brought about by the conflict encountered at the workplace?

Table 1.0 showed the levels of stress of the respondents. Doing fine or not stress got the first rank with a frequency score of eigthteen (18) out of thirty six (36) administrators. Low stress ranked second with a frequency score of twelve (12). Moderately stressed ranked third with a frequency score of five (5). Finally, Highly stressed or Burn-out ranked last with a frequency score of one (1).

This indicates that the administrators were not stress in their respective job assignments as dean, associate dean, and program adviser or department chairman.

Table 1.0 presents the administrators' levels of stress.

Table 1.0
Administrators' Levels of Stress

Levels of Stress	Frequency	Rank
Doing fine/not stress	18	1st
Low stress/at risk of burn-out	12	2nd
Moderately stressed	5	3rd

Highly stressed/Burn-out	1	4th
Total	36	

Research Problem No.2.   How did the respondents manage their stress and resolve the conflict encountered?

Based on the data gathered, among the respondents in the private tertiary schools, majority of them managed their stress through listening to music, and eating the food they like to eat. Others did lots of exercise , watched movies and spent time with the family in order to relieve the stress brought about by the work-related conflict.

However, in catholic schools, most of them answered" prayer" as their way of managing stress in the job. Also, minority of them answered, just relax and don't pay attention to the stressor so that it would not affect the system, or seat back and think of ways to resolve the conflict step by step.

Some of the respondents' responses during the interview:

Respondent 1. I just listen to music and being with brothers and sisters in christ, really helps me a lot.

Respondent 2. I pray and reflect . Then, refrain from taking immediate impulsive action.

Respondent 3. Yes, I am stressed by the conflict,but I tried to control my stress by listening to music.

Respondent 4. Well, I just ignore it, and don't bother about it.

Respondent 5. No, I don't get stressed. I am always composed.

Respondent 6. Just laugh.

Respondent 7. Call the attention of the person involved, make some verbal reminders, follow-up and constant open communication is key to resolve it.

 Respondent 8. Talk to the person immediately in a professional way to solve it.

Respondent 9. Make clear responsibilities and always refer to the manual.

Respondent 10. "Act like a mother to them or a big sister to them and share your experience too. Before having a dialogue with the person concerned, know her strengths and weaknesses first so that it would be easy for you to manage her/his temper. Personally, I am the one who reach out to the person and call her and listen to her story. How I manage my stress? I think good and pretty, and I feel good. But what helps me most in handling conflicts and stress in my job is our ICGC (IGNATIAN CONVERSION GROWTH CIRCLE) session every first friday of the month, wherein we pour out our stress and negative feelings towards people whom we interact, members of the family and others. It is sort of a retreat also. "

Respondent 10 is an administrator in a catholic tertiary school, and is already serving as administrator for almost ten (10) years. So far, this respondent is the longest serving administrator among the respondents of this study.

On the other hand, in public tertiary school, majority of the respondent administrators managed their stress through confrontation and close door dialogue. A few answered listening to music, read books on handling conflict and eat what they like.

Some of the respondents' responses during the interview:

Respondent 1. Seek advice from colleagues.

Respondent 2. Confront right away not to prolong the conflict, and when settlement is done, stop from talking, sharing the issue to others.

Respondent 3. Confrontation with problem solving method. Stress is part and parcel of daily life . It will just come and go, so confront the issue openly with the subordinate concerned.

Respondent 4. One-on-One communication with diplomacy. Eat plenty and seek advice from my paralegal officer and fraternity brothers.

Respondent 5. Conflict is normal but look for solution. If there is none, it will just fade away or forgotten.

Respondent 6. Confront the person concerned and listen to him.

Respondent 7. Just laugh at it. Usually, if I encounter conflict with my subordinates, I make confrontation with the concerned person, and solve it right then and there. Then , I just laugh afterwards. I don't put much weight on the conflict. What I find a bit stressful is the conflict with my superiors, since I could hardly manage it myself. But again, I just laugh, since it is part of my job as dean. In fact, nobody wants to take my place when I ask my colleagues. But so far, they told me , I am the dean "na walay libog" (the dean who is straight,simple, and unmeticulous).

Respondent 8. Just relax and don't mind it.

These responses of the administrators find affirmation in Greenglass (2002), wherin he states that coping strategies play a vital role in an individual's physical and psychological well-being when confronted with challenges since these help alleviate the harmful stress effects individuals can face. Also, coping can be viewed as a goal managing approach that utilizes social resources such as co-worker and family support .

Research Problem No. 3. Is there a significant difference in the levels of stress of the middle level administrators when data are grouped according to sex, age, type of schools, and type of respondents?

Table 3.0 presents the difference in the level of stress when data were grouped according to sex,age, type of school, and type of respondents.

Table 3.0 presents the respondents' level of stress by sex. The data showed that male respondents obtained the mean of 1.000 with standard deviation of .0000 and the female respondents obtained the mean of 2.25000 with standard deviation of .71635 and the t-value of -6.959 which have the corresponding probability value of .000, which is lower than aplha.05 level , hence,significant. This meant that the male administrators had different level of stress than the female administrators. This finding was affirmed by Jackson (2013), which revealed that levels of stress have significant difference according to gender.

However, this finding was negated in the study conducted by the colleges of Dharwad city, Karnataka in 2008 which states that gender wise, significant difference was observed in case of personal development stressors and interpersonal relation stressors (at 5 % level of significance), **while it was non significant in case of work, role and organizational climate stressors.**

Difference of Administrators' Level of stress by sex

Variable	Sex	N	Mean	Std.Deviation	t	Mean Difference	Sig.(2-tailed)
Level of stress	Male	16	1.0000	.00000			
	female	20	2.2500	.71635	-6.959	-1.2500	.000

Table 3.1 shows the differences in the respondents' level of stress by age, type of school, and type of respondents.

As to the variable age, such as 40 years below, 41 to 50, and 50 years above, the data revealed in table 5.1 that the F value of 10.124 , which has the corresponding probability value of .000 is lower than alpha .05 level, hence significant. This means that the administrators levels of stress differ depending on their age.

This result finds support in the study of Rauschenbach, et al (2013), which revealed that age might affect several components of the stress process at work. However, as these effects are partly conflicting, they might nullify each other in the overall relation between age and stress. Indeed, the conducted meta-analysis showed no general correlation between age and irritation as a short-term indicator of work-related stress. Instead, this relationship was significantly moderated by type of occupation and gender. This study is the first meta-analysis on the relationship between age and short-term consequences of work-related stress.

It is believed based on a number of researches that the pressures of work are one of the greatest factors contributing to the high stress levels, today. Long working hours, constant pressures of deadlines, and the inevitable fear of job security pushes people to work very hard. Excessive stress may lead to burn-out. (Maslash,2003)

Lucy Barnes Foster (2002), a professional speaker on stress-management, surveyed mid-level managers and found stress to be a major determinant in worker productivity. According to the study, the primary areas affected by stress are employee morale, absenteeism, and decision making abilities. By recognizing that a problem exists and by addressing the issue, managers can reduce stressful activities and increase worker performance in the business organization. Nauert (2013), a canadian study on gender and age finds significant ddifference on their levels of stress. "Our findings suggest that women who are more defensive are at increased cardiovascular risk, whereas low defensiveness appears to damage the health of older men," says Bianca D'Antono, a professor at the Université de Montréal Department of Psychiatry and a Montreal Heart Institute researcher. But in older men, the researchers found those with *low* defensive reactions have higher cardiovascular rates.

Finally, age was the highly influencing factor on the total stressors which was statistically highly significant according to the study of Dharwad Colleges, Kharnataka, Dharwad City. (Ibid)

As to the variable, type of school, as private tertiary level and public tertiary level, the F value of 23.556 with the corresponding probability value of .000 is significant as it is lower than alpha .05 level. This means that administrators in private tertiary schools and public tertiary school have different levels of stress.

This finding was negated in the study of Bushara Bano and Rajiv Kumar Jha, entitled: Organizational Role Stress Among Public and Private Sector Employees: A Comparative Study. (2012), which states*," we find that both public and private sector employees face moderate levels of stress. While there is no significant difference overall between public and private sector employees in terms of total stress levels, certain individual stressors—such as work experience and educational qualifications—do yield differences."*

As to the variable type of respondents, such as dean, associate dean, and program coordinator or department chairman, the F value of 34.987 with the probability value of .000 is again lower than alpha .05 level,hence significant.This means that the level of stress among administrators vary depending on their designated positions. Deans, have different level of stress than the associate deans and program advisers.

Table 3.1

ANOVA TABLE: Differences in the Administrators' Level of Stress by age, type of schools, and type of respondents.

Variables		Sum of Squares	df	Mean Square	F	Sig.	Interpretation
Age	Between Groups	4.978	3	1.659			
	Within Groups	5.244	32	.164	10.124	.000	Significant
	Total	10.222	35				
Type of School	Between Groups	5.889	3	1.963			
	Within Groups	2.667	32	.083	23.556	.000	Significant

	Total	35					
Type of Respondent	Between Group	20.500	3	6.833			
	Within Groups	6.250	32	.195	34.987	.000	Significant
	Total	26.750	35				

Conclusion and Recommendation

Administrators functioning as dean, associate dean, and department chairman have different levels of stress.The faculty and staff idle time/periods and bahavours towards work may cause conflict and stress to the deans. This conjecture finds support in the study of silva, (2011), which findings revealed that most teachers, used knowledge-based questions in their teaching and learning instructions, which is far from developing in the students Higher Order Thinking Skills or (HOTS) that is supposed to be the aim or goal of teaching-learning instruction.

Also in another study, findings revealed that teachers in the tertiary levels showed average need for achievement in their teaching career... one crucial reason on this finding could be economic in nature. Such Motivation level needs to be elevated if only to attain and realize their goals as competent users of the English language. (Amsid,2009).

Perhaps, based on these findings, there is a need to renew the dedication to work of the tertiary level teachers to help minimize idleness, tsismis on trivial matters in their working places, and for them to prepare their lessons well to include HOTS questions in their lessons, to keep them busy , henceforth the conflicts and stress encountered by the middle level administrators will be minimized.

RECOMMENDATIONS: For Higher Level Administrators to provide regular stress management trainings among faculty and staff;also to provide sessions for Interpersonal Relationship Sessions (IPR) in order to avoid burn-out at work. Further, for the deans, faculty and staff, to be more sensitive to the strengths and weaknesses of each faculty member , embrace individual differences among themselves and to listen to one another to avoid miscommunication.Finally, for all members of the organization , to adopt the culture of professionalism at the workplace.

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