CHAPTER V

FINDINGS THEIR IMPLICATIONS & SUGGESTIONS FOR FURTHER RESEARCH

1. The tools used in this study cannot be considered highly valid and reliable. Due to various limitations imposed on the researcher, the tools couldn’t be subjected to vigorous experimentation for improving their validity and reliability. Since the tool has its own value and can be used for various purposes, more valid criteria may be obtained and validity of administrative effectiveness scale may be established against this criteria. New and independent tools may also be constructed and standardized. Defining valid measures of Principals' effectiveness seems to be a major area of research for future. Similarly Principals’ stress – proneness is an aspect of his personality. But what it exactly means and how it operates in actual administrative situation has not very well been conceptualized. The researcher could not find any standard definition or description of Principals' stress-proneness in literature. The tool used by him seems to suffer from certain inadequacies. Hence more objective validation of the tool is essential. He feels that more tools, new and fresh may be developed for measuring the above trait. This is another area in which future research may be conducted using better designs and more sophisticated tools.

2. In the present study stress-proneness has not been found to be significantly related to the administrator's effectiveness. But the fact
may be that it might be operating differentially at different levels. The present study is confined only to the Principals of degree colleges. It is also important in case of Inter College Principals. The Principals of degree colleges has to manage large number of lecturers, students and members of the local community. The administrative situation in his case is very much complex and intricate as compared to that of Intermediate Colleges. Hence the study should also be conducted at the Inter College and lower levels as well.

It may be inferred on the basis of this result that the stress-proneness of Principals does not contribute to their administrative effectiveness. It indicates that stress-proneness of Principals creates obstacles or hindrance in their administrative work. In other words the more stress-prone the principal is, the less effective he would be in his administrative work. The logic of the relationship between stress-proneness and administrative effectiveness should have negative relationship. It is not hard for anyone to see that one who is more stress-prone will not be able to withstand even moderately complicated problems of day to day life. He will not be able to face them squarely. He will prefer to withdraw rather than fight them. This pattern of behaviour will weaken him administratively. Thus it may seem logical to presume that higher degree of stress-proneness on the parts of the Principals will not contribute to their effectiveness in their administrative work. Though this kind of relationship is not confirmed in the study in hand, there are other studies in which the same has been asserted. High stress was found to be negatively correlated with low performance of individuals working in
organizations in the studies conducted by Clark, Deny, Tomlison and Allien.

These studies may lead to conclude that stress - proneness will adversely affect administrative effectiveness of the Principals. The present study also gives an indication of the same fact, though the $x^2$ value is not significant and the researcher was forced to conclude that the two variables viz, stress - proneness and administrative effectiveness in case of the Principals are not linked.

3. In Chapter I (p. 11-12) the researcher has discussed the responsibilities and powers that should be vested in the Principal. Considering the heavy responsibilities of the College Principal, his powers and responsibilities should be reviewed in the light of the present day needs and included in the University Statutes, so that they may be exercised in a balanced way for more effective functioning of the college and keeping the principal stress-free. (4) College being or genizations, principles of modern management should be incorporated in administering them. A far of them are mentioned below:

(a) Human resources development (HRD) function has been adopted by a large number of organizations in India. Six human resource units function in organizations individuals, roles, diadic teams, teams, inter teams and total organization. All of these need to be organized. The main spirit of HRD is to humanise organization and develop some work values. HRD can be said to hang on four.
pegs; pride among individuals and teams, ecstasy (joy in work, growth of people working in the organization, and synergy or team work. In a small organization this spirit can be achieved in informal ways. However, with the growth in the size of the organization, formal systems need to be introduced.

HRD not only contributes to the development of individuals, teams etc. it also enhances organizational effectiveness. More conducive organizational ethos emerges, there is better team spirit and there is reduction in dysfunctional conflict.

(b) Another input towards less stress high productivity and successful achievement of goals and a more professional life in a college is the time management. An effective time management in a college means more efficient time and energy utilization for the administrator, teaches, students and all those concerned with it.

Behaviour can be changed. Behaviour is a preference, not an absolute. Basic human traits will remain, but they can be controlled and the preferences can be changed. Five basic resources - money, physical, human, information, and time - all are critical factors, while the first four can be motivated or directed in one of the other way, perhaps, time management is more difficult because of its finiteness and invisibility. No matter what we can do, time is finite and it needs utilization, when it is available. Time is a precious commodity. Essentially the idea is to broaden our perception and see time management as a discipline of our own attitudes and behaviour.
and that it has the potential of enhancing our life and its dimensions - both personal and professional. Time can not be managed like other resources, rather one has to be manage oneself in relation to time.

Sad to say time - management in our Colleges is poor. Much time is lost that cannot be accounted for. Late publication of results and hence late admissions, vacant periods, strikes, union elections and a lot of holidays vacations all these cause much loss of time thereby leading to much administrative stress to complete the courses in a limited time and act as a hindrance in the effective functioning of the college.

The application of management principles in educational institutions opens of a vast and fast field for research.

5. Yoga as a means of relieving anxiety and stress can be introduced in colleges. Yoga is a Hindu system of philosophy meditation formulated by Patanjali during about 300 A.D. It aims at complete union with the Supreme spirit, attained through physical and mental disciplic and a deeper insight into the nature of truth. The ways of achieving its aim include moral preparation, control of the breath & the senses, special fortures, mental concentration and meditation.

Baig and Joshi carried out a research on the effects of participation in yoga on the sports programme & concludes that
participants of yoga experienced less anxiety compared to non-participants. The study needs to be repeated on moral adults.

The affect of stresses can sometimes be reduced, if a person has control over the stresses (Cohen, 1980). The effect of control has also been shown in animal studies (Weiss, 1972). Maharshi Mahesh Yogi introduced a technique called the transcendental meditation (THY). During meditation the heart rate and breathing slow down, consumptions of oxygen decreases, muscle tension is reduced, the galvanic skin reshouse (GSR) rises and brain waves' occur in step. The TM meditators report that they feel more relaxed and less anxious, are more efficient in their daily activities, get along better with other people and are more creative and self actualizing.

Herbert Benson in America also tried the relaxation response technique. It results in many of the same physiological responses as the TM technique. As regards the relative merits of the two techniques, a clearer picture should emerge as more comparative studies are done.
REFERENCES: