CHAPTER 6

Suggestions & Conclusion
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Keeping in view the responses of residential teachers of Bundelkhand University and Jiwaji University related to various aspects of working conditions and their impact, the following suggestions have been offered:

1. **Assignment of subjects** was causing stress to some extent to regular and SFS lecturers at Bundelkhand University. It was due to the reason that they were assigned some subjects which were not of their choice. Assignment of subjects was done by the Head of the Department / Coordinator and it was a difficult task for him/her to please all the faculty members, since the choice of subject of many of them was same. This problem of similar choice normally arises when during the recruitment process specialization in subjects is overlooked.

Therefore it is suggested that in future when recruitment of additional faculty is to be done, manpower planning exercise may be carried out wherein through a proper workload and workforce analysis requirement of teachers with different specialization may be determined. This specialization should be clearly mentioned in the recruitment advertisement for avoiding selection of many faculty members with similar specialization. However, to reduce stress amongst the regular and SFS lecturers of Bundelkhand University, subjects having common choice may be assigned on a rotational basis so that each one of them gets an opportunity to teach a paper of his/her choice.

Such practice will not only motivate the faculty members and reduce their stress but may also go a long way in improving their academic performance as well as enhancement in the knowledge of students.

2. **The number of subjects assigned** was causing stress to some extent to the regular as well as SFS lecturers and readers of Bundelkhand as well as Jiwaji
University. This was due to the reason that their teaching work load was too much and hence they were not able to devote sufficient time to research and publications, administrative duties as well as their family and social obligations.

To reduce this stress it is suggested that teaching of each paper at the postgraduate and undergraduate level may be limited to 4 hours and 3 hours a week respectively. In case of papers requiring practical classes 2 hours of practical class may be considered equivalent to 1 hour of a theory teaching class. It is further suggested that the teaching workload of a professor, reader and lecturer may be 12 hours, 16 hours and 20 hours a week and they may be allotted 3, 4 and 5 papers respectively. Such allocation may give teachers an opportunity to study their subjects more deeply and develop specialization and they may also get sufficient time for research and publication, other administrative duties, family and social obligations.

3. The timings of classes were causing stress to some extent to nearly all the faculty members of both the universities. Allocation of more number of subjects due to insufficient number of teachers coupled with scarcity of classrooms resulted in long working hours. Such long working hours lead to paucity of time for research, departmental administrative jobs and meeting social obligations. For proper academic development of faculty as well as the institution, it is necessary that sufficient time may be available with the faculty for lecture planning and research work.

Hence it is suggested that sufficient number of faculty members may be arranged and additional classrooms may also be constructed as per the requirement.

4. The inferior quality of students in both the universities was causing stress to the faculty members to a large extent. The reason for inferior quality of students was the low selection standards. These low selection standards have been kept by both the universities to fill up all the seats in all the courses, so as to generate a large amount of revenue to meet their expansion programmes. It is suggested that to
reduce the stress of faculty members only above average students may be given admission in regular courses of the universities. Only those candidates having 50% (45% in the case of SC/ST) and above marks in their qualifying examination may be considered eligible for admission to any course in the university. Secondly, instead of entrance test, admission may be given by making a merit on the basis of the past academic record of the candidate and thirdly the number of seats in each course should not be more than sixty.

Though commercialization is prevalent in every sphere of economy, the educational institutions should not overlook their ethics, values and moral responsibility to impart best education to the students. On the other hand the recipients of the education should also be capable and qualified enough to grasp the knowledge and make best use of it for themselves and the society as a whole.

5. The assignment of departmental responsibilities at Bundelkhand University was causing stress to the faculty members to some extent whereas at Jiwaji University it was causing stress to a large extent. The reason for this was over burdening of the existing faculty members with teaching assignments due to insufficient number of faculty. Therefore it is once again suggested that a proper Human Resource Plan may be developed and implemented in both the universities. In addition to this, organizational restructuring may also be done to distribute the additional workload suitably amongst all the faculty members.

6. The official procedures related to various academic activities were a cause of stress, to faculty members of both the universities, to a large extent. The reason for this was the slow movement of files in the administration. To reduce stress, this problem may be resolved by creating a separate section in the Administrative Block to deal with all the matters of the residential faculty members and disposal of files may be made time bound.
There was an emergent need to bring change in the attitude and approach of the administrative clerical and secretarial staff. Most of them wanted to prove their power by delaying the matters intentionally. Indifference towards the institution was reflected in their attitude and callousness towards the urgency of the matters related to academic institutes and departments.

It is also suggested that a week’s training or refresher programme may also be arranged at the university itself every alternate year to upgrade the skills of the clerical staff as well as bring positive change in their attitude.

7. **The paucity of equipments and facilities** was a stressor to large extent for most of the residential faculty members of both the universities. The equipments available in labs of Basic, Life and Applied sciences were insufficient to meet the requirements of increasing number of the courses, faculty members as well as the students every year. Computer labs of various departments were also not well equipped. Well equipped labs and research potential of the faculty members are not only the prerequisites for getting approval/accreditation by the concerned government authorities like Pharmacy Council of India, All India Council for Technical Education, National Assessment and Accreditation Council but also the strength of every institute.

Proper provision may be made in the annual budget of the university for purchase of computers, equipments, chemicals and other material for the labs to give a proper blend of theoretical as well as practical knowledge to the students and research facilities to the faculty members.

8. **Commuting to and from the university** was a stressor to large extent for the faculty members of Bundelkhand University and to some extent for the faculty members of Jiwaji University. Though Jhansi is not a city of long distances yet the University’s location on a highway makes commuting difficult in the morning and evening peak hours. The rush of three wheelers, buses and trucks on the highway
apart from the rash driving of the local citizens and students makes it a tedious job to drive to and from the university.

In order to reduce stress in this regard, it is suggested that keeping in view the revenue generated by the SFS courses, the authorities may provide flat type residential accommodation to the faculty members. It will help in developing amongst the faculty members, a sense of belonging for the university apart from commitment and dedication. Residential proximity may lead to enhanced interaction and they may also get more time for research and self development which may be saved in commuting.

9. It was observed that the relations with the Vice Chancellor were proving a stressor for the faculty members of both the universities to a large extent. At the time of the research the Vice Chancellors in both the universities had joined recently and the faculty members were not well aware of the style of new head. Generally it is a common phenomenon in State Universities that only the Professors and Readers being the Heads or Coordinators of institutes and department get an opportunity to interact with the Vice Chancellor. The lecturers and other faculty members hardly get a chance to develop rapport with him.

It is suggested that communication may be enhanced between the Vice Chancellor and faculty members by organising staff meetings periodically. Such regular meetings may reduce the grievances, misunderstanding and ultimately stress of the faculty members.

10. The relations with the Head of the Department were a stressor to some extent for the faculty members of both the universities. The reason behind the lack of cordial relations may be the partial attitude of the HOD in allocating the subjects, sanctioning of leaves for study, conferences/seminars and other matters.
It is suggested that to reduce the impact of this stressor, open communication be encouraged to enhance smooth interaction and coordination between the faculty members and the HOD. The growth and development of the department and university should be the core objective of the faculty and the HOD and such menial issues may be resolved amicably within the department. The HODs may hold a meeting at least once a week to discuss matters of mutual interest as well as to resolve internal grievances.

11. The lack of cordial relations with departmental colleagues was causing stress to the faculty members to some extent in both the universities.

Open and frank communication and coordination may be encouraged to resolve misunderstandings amicably rather than piling them up to create suffocating and non-developmental atmosphere at work.

It is suggested that the HODs may organize recreational activities, cultural programmes, get-togethers on weekly at least on monthly basis to develop a congenial environment in the university.

12. The interpersonal relations of the faculty members with their colleagues in other departments was a cause of stress to some extent in both the universities. Interpersonal relations may not be cordial because of less interaction with the colleagues in other departments due to geographic distances and insufficient opportunities for interaction.

To reduce stress related to this aspect, it is suggested that family get-togethers of faculty members may be organized on monthly basis by the university administration or by teachers' association. This may give an opportunity to the faculty members to know and understand each other and develop cordial relations.

13. The interpersonal relations of the faculty members with administrative staff was a cause of stress to some extent in both the universities. Interpersonal
relations may not be cordial between the administrative staff and faculty because of ego problems. The faculty members being highly qualified may have a superiority complex and consider the employees in the administration to be inferior intellectually, socially as well as economically and therefore may behave in a less cordial manner. On the other hand the administrative employees may not accept the superiority of the faculty members and this may result into strained relations.

To make the relations congenial and reduce stress it is suggested that social get-togethers of faculty and administrative employees may be organized on different occasions like Dussehra, Deepawali, Holi, New Year etc., every year by the university administration or by teachers’ / employees’ association. This may give an opportunity to the faculty and the administrative staff to know and understand each other and develop cordial relations.

14. The poor interpersonal relations of faculty members with the students were a cause of stress to some extent in both the universities. In Bundelkhand University the examination and evaluation were being done internally by the faculty members and the students who failed or scored low marks blamed the concerned teacher and this effected the interpersonal relations between them and led to stress to the faculty members. The university authorities preferred internal examinations and evaluation system for avoiding delay in declaration of results but this system was negatively influencing not only the interpersonal relations between the teacher and the taught but also the course coverage and performance of the teachers in the classroom.

Therefore, in view of this it is suggested that 75% papers may be set externally and the pattern of examination may be changed from subjective to objective. The students may be permitted to take a copy of their answer sheet (OMR sheet). External paper setting and computerized evaluation may not only reduce stress of the faculty members but may also reduce cost and cleanse the evaluation system.
wherein a feat like evaluation of minimum 100 answer-books (subjective type) in a day is considered by teacher to be their legal right.

In addition to this, to improve interpersonal relations with students and reduce stress it is also suggested that seminar/workshop of two days duration may be organized in the both universities for faculty members wherein presentation and counseling may be done by behavioural experts. Such seminar/workshop may be organized atleast every alternate year and and attendance of faculty members may be made compulsory.

15. Faculty members of both the universities were not having sufficient time for family, social contacts, own self, research and publications, conferences/seminars/workshops/refresher and orientation courses. This lack of time was a serious matter as it was causing stress to the faculty members to a large extent. It is suggested that action may be taken by the university administration as well as the faculty members individually to overcome this problem. The university administration may conduct a study to determine optimum administrative and academic workload of faculty members and keeping this workload in consideration, jobs may be re-designed. This study may also identify the reasons, which are responsible for unnecessary time consumption of the faculty members and suitable action may be taken accordingly while keeping the following factors in consideration:

- The norms of UGC may be adhered to while recruiting and selecting faculty as well as assigning workload to different levels of teachers.

- The faculty strength may be increased in tune with the number of courses, subjects and students.

- The schedule/timing of classes may be restricted and it may not be extended beyond 4 p.m.
In addition to this, a workshop on time management may be organized for the faculty members.

16. The feeling of job insecurity was a stressor to large extent amongst faculty members of Bundelkhand University and to some extent in Jiwaji University. The SFS faculty members in both the university were having stress related to job security to a very great extent. Even some regular faculty members were also feeling stress on this aspect.

At Bundelkhand University majority of faculty members were working under Self Finance Scheme on a renewable contract of two to three years. The contract is based on the continuity of the course and number of students admitted every year. They were working under constant fear for the whole year whether their services will be continued after the contract or not. This may result into lack of motivation and dedication towards their responsibilities. Moreover, the policies and rules of service were affected with the change in the headship of the institution. In the last four years three vice chancellors have changed due to administrative reasons. Such instability of administrative leadership adds to the sense of insecurity amongst the faculty members on regular as well as SFS rolls.

It is suggested that to reduce the impact of this stressor, the university administration may develop an elaborate policy of service conditions of the SFS faculty members. In the policy the terms and conditions of the contract related to appointment and the tenure of appointment may be very clear so that during the contract period they are assured of their job and can concentrate on academic and student development. In addition to this preference in appointment may be given to those who were serving and are jobless due to the end of contractual period.

It is also suggested that the administrative authorities, Heads of the department as well as the faculty members on regular rolls may ensure that they do not treat the
SFS faculty members as a different community since they are also contributing towards the academic and economic development of the university.

17. The salary structure was a stressor for the faculty members of both the universities to a large extent. Not only the SFS faculty members were experiencing stress to a very great extent but also some regular faculty members were under stress to a large extent due to low salary. With the emergence of private educational institutions and deemed universities the salary structures have taken an upward trend in the knowledge industry. The salaries in these institutions are almost double or three times more in comparison to universities apart from the better quality of work life and opportunities for academic and economic growth.

The comparison with their peers and the limitations of the work may aggravate the stress level of the faculty members. The frustration may result into deteriorating academic standards, absenteeism and hostile attitude towards colleagues and students.

Moreover, the faculty members under Self Finance Scheme were not being provided with statutory benefits like Provident Fund, Gratuity, Group Insurance etc. This was also contributing to their stress. It is suggested that to reduce stress the universities may cover the SFS teachers by a contributory provident fund scheme.

It is also suggested that the Govt. apex bodies like UGC and the Ministry of HRD may look into the increasing gap between the salaries and incentives of Government Universities and private sector institutions as it is effecting the academic progress of central and state higher educational institutions. The concerned authorities may come out with better proposals and programmes for salary enhancement of the teachers working in higher educational sector.

It was observed that the educational sector and the teaching community was the most neglected part of the government authorities. Education and educationists are
basis of multi-dimensional development of any economy. It is a pity that in this pioneer country of university system, the government agencies responsible for education have turned a blind eye to this increasing gap of salaries and perks between private and government institutions. The Govt. may come forward with a uniform salary structure and better qualities of work life for teachers in higher education sector or introduce performance based salary enhancement. To enhance the standard of the education in the country it is suggested that to attract the best talent from the Premier Institutions like IITs, IIMs, IISc and Universities, the salary structure of the teachers may be made more lucrative and attractive to attract good products of these institutions into the education sector. For better human products we need best technocrats and producers to meet the global technological and knowledge level and sustain the competition.

To reduce stress it is suggested that the salaries of the SFS faculty members may be increased as per their experience and qualifications and made at par with the regular teachers. Also, atleast regular annual increments may be ensured to retain the experienced and qualified faculty members to maintain the academic standard of the university.

18. **Less recognition of views on policy matters** by the university authorities is a stressor to large extent for the faculty members of both Bundelkhand as well as Jiwaji University. Recognition of appropriate views by the authorities is a great motivator for the employees as it inculcates a sense of job satisfaction as well as boosts the morale. It also enhances sense of belongingness for the institution.

To reduce stress in this respect, the administration may have a democratic view and accept appropriate suggestion of the faculty members and consider their implementation as and when possible. It was observed that the administration some times adopted a partial approach by considering the views of only those faculty members who were either quite senior, regular or in their list of favourites.
In this way the universities are being deprived of better ideas and constructive opinions. Such approach is against the development of the university in particular and academics in general. Appropriate views may be considered irrespective of the seniority and nature of appointment favourism for effective administration and reducing stress of faculty members.

19. Though the faculty members of both the universities were well aware about the latest advances in their respective areas of specialization, they were experiencing stress to some extent in this respect as well as in handling the latest tools and technology. The reason as observed was lack of good books and proper reference material like latest journals and magazines, insufficient internet facilities and inability to attend training and development programmes. With the increase in the number of courses and faculty members the access to the limited lab facilities and equipments was becoming increasingly difficult.

To reduce stress, it is suggested that sufficient quantity of equipments and material in lab, desired books and reference material in library and best infrastructure for internet facilities may be provided for better research and academic growth at individual as well as university level. The faculty members may also be provided with the opportunities to attend conferences, seminars, workshops, refresher and other training and development programmes in their subject areas to upgrade their level of knowledge and best utilization of lab equipments and technological tools acquired by the university by paying high cost.

Positive interaction with each other also enhances knowledge in the subject area. Hosting of seminars, conferences, workshops may be made a regular feature of the activities of the university to enhance positive interaction amongst the faculty members of specialized subject areas. Such activities are also a diversion from the routine and may also be helpful in reducing stress.
20. Faculty members of both universities were experiencing stress to a large extent as they felt that the environment of the universities was not conducive for their growth. Availability of research opportunities, well equipped labs, library facilities, good human resource practices providing quality of work life and smooth administrative policies and procedures form the congenial environment for growth and development of the faculty members. Unfortunately, being the state owned universities, the working environment was not so conducive to meet the expectations of the faculty members.

It is suggested that the university authorities may establish a separate cell to look into the grievances and suggestions of the faculty members and try to make the policies and procedures more flexible and smooth to help resolving the issues related to the faculty members in time and reduce their stress.

21. Due to the lack of growth opportunities, inferior quality of students, partial attitude of the administration and other factors, the faculty members of Bundelkhand Universities were of the opinion that their job was not enhancing their self-esteem and they were not feeling motivated while discharging their duties and were feeling stress to a large extent due to this reason. The faculty members at Jiwaji University were also experiencing stress to some extent related to this aspect as they were also not getting the desired job satisfaction.

As mentioned earlier, their comparison persons in the private educational institutions and deemed universities were having better quality of work life and opportunities for academic and social growth and development. The image and goodwill of the organization also enhances the self-esteem and unfortunately the state owned universities lack in this respect barring a few.

It is suggested to reduce the stress, the concerned authorities at university as well as state level may take remedial steps to enhance the image of the institutions being
run under their flagship and keep pace with the private and deemed universities in
terms of teaching research as well as administrative standards.

22. Most of the time of the faculty members is spent at the University so it
becomes imperative that their relations are cordial and congenial with each other
and an environment of faith and reliability exists in the university. But it was not so
in the case of Bundelkhand University. The faculty members were experiencing
stress to a large extent due to the non-reliability of their colleagues for counseling
on personal and professional problems. This was more in the case of SFS lecturers.
The reason may be professional jealousy and misunderstanding amongst them and
some lapses in the policies of the university. For example, the pay structure was
not uniform. In some cases the faculty members of equal qualifications and
experience were getting different salary scales resulting into rivalry and bitterness
in relations due to ego. In some departments the coordinators and heads were less
qualified than their peers. The bitterness and rivalry affects the academic
performance of the department adversely. Most of the time of the faculty members
was being spent in politics and backbiting.

Transparent selection and promotion policies, open communication, more
interaction amongst the faculty members may help in creating an environment of
faith and reliability in the university and may reduce stress.

23. The partial approach of the administration was a cause of stress to a large
extent in both the universities. The government offices nurture an environment of
favoritism and partiality on the basis of proximity, caste, creed, region, religion and
other personal whims and fancies. Such partiality is reflected in out of the turn
promotions, providing more facilities and equipments to the favourite ones,
sanctioning leaves, speedy movement of files etc.
It is suggested to reduce stress related on this aspect, the administration may abstain from such malpractices. The state government higher education department / agencies may frame such policies and strict rules that such favoritism can be curbed.

It is also suggested that more interaction may be enhanced by organizing more recreational activities and festive get-togethers which may help removing misunderstanding, miscommunication and unnecessary favoritism as well as hostility due to differences of caste, creed, status, religion and region.

24. The lack of open door policy of the Vice Chancellor was a stressor to a large extent in both the universities. The Vice Chancellor who is the administrative head of a university is appointed for three years only. Every Vice Chancellor has his own style of leadership and approach towards management. It was a coincidence that new Vice Chancellors of both the universities had joined while data was being collected therefore, the faculty members were not much aware of the working style of the new administrative head. Moreover, the past heads were autocratic in their approach to some extent and their impression was still lingering in the minds of the faculty members.

It is suggested that to reduce the stress of faculty members the Vice Chancellors may adopt an open door policy as this may help in curbing the empire building and anarchist approach of the HODs and coordinators of concerned institute and departments. The administration may become more transparent, smooth and coordinative resulting into creation of an atmosphere of honesty and mutual trust resulting in reduced stress.

25. Most of the faculty members in Bundelkhand University were from outside the city and this resulted in a multi-cultural environment in the campus. They have developed relations with each other to meet their social needs and formed small groups. Due to various grievances and indifference of administration towards
them, politics existed in teaching departments. The aggrieved faculty members visited each other to discuss their problems on different issues during working hours and this was affecting the productive hours of the faculty members and resulting in stress to some extent.

Politics is a part and parcel of routine office working, but when it causes stress to a large extent as in the present case, serious thought may be given to this issue.

It is suggested to reduce this impact of this stressor, the administration may adopt such policies and practices which curb the emergence of politics on the campus. As indulgence in politics hinders the academic growth of the university, the senior faculty members may become an exemplary of open and receptive behaviour for others and advise their juniors to abstain from politics.

26. There were certain draw backs on the part of the administration regarding the maintenance of the infrastructure and its proper upkeep which was another major cause of stress for the faculty members in both the universities. It was a matter of serious concern that despite the best infrastructure available with the state owned universities, the administrative authorities were not able to maintain and manage them properly due to negligence and indifferent attitude.

Power shortage was order of the day in most of the cities of Uttar Pradesh and Madhya Pradesh and Jhansi and Gwalior were amongst them. The climate of both the cities is almost hot throughout the year except three months of winters. The teachers of both the universities were facing stress to a very large extent due to the shortage of power in their departmental offices. They were not able to operate computers and lab equipments properly due to the erratic power cuts throughout the day. The faculty members had to take classes during the extreme summers without any fan or cooler for hours together which was a torture in itself. Taking and attending classes during the scorching heat affects the performance of both the teacher as well as the student adversely. It is suggested that proper power supply
may be ensured in the classroom, labs and offices by installing DG Power Sets and the Solar and wind energy may also be tapped.

27. Due to power shortage the motors which supply water in the overhead water tank had become non-functional and this resulted into non availability of water in the institutes and departments. Due to water shortage, the departments, labs, and conveniences remained dirty and unhygienic. The number of students and faculty members had multiplied over the last decade and the power and water supply had not been able to meet the demand accordingly.

The dirty and unhygienic conditions may prove disastrous not only for the well being of the faculty and students but also for the goodwill and image of the institute and the university. The faculty members at Bundelkhand University were facing stress to a very great extent due to unhygienic conditions. The stress due to this was slightly less at Jiwaji University i.e. it was to a large extent.

The faculty members can not work for the whole day in such filthy environment without any provision of proper sanitation. The administration may take a serious note of this grave situation. It is suggested that the pump operator may be instructed to fill the overhead water tank as and when the power supply is available. The contractor responsible for the cleanliness may be directed to depute sufficient number of workers to clean the offices, classrooms and conveniences on regular basis and payment to the contractor may be made only on production of a satisfaction certificate issued by the departmental heads and coordinators.

Apart from the above the faculty members may also appoint some student volunteers on rotational basis who may be responsible for the cleanliness in the corridors and classrooms. This may go a long way in reducing the stress to a great extent and developing a healthy environment in all respects.

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28. With the increasing number of SFS courses the existing number of classrooms was not sufficient despite the stretched time table till 4 p.m. There were a few departments which were having additional classrooms and some were having shortage. This factor was creating stress amongst the coordinators and the faculty members to a large extent in Bundelkhand University and to some extent in Jiwaji University. At Jiwaji University the number of SFS courses was comparatively less.

It is suggested that a committee of teachers may be given the responsibility of ensuring justified allocation and optimum utilization of available classrooms. The non-availability of adequate number of classrooms was a matter of grave concern and a serious lapse in the functioning of the universities. The universities have the responsibility of ensuring availability of sufficient number of classrooms in the colleges to which they grant affiliation and being deficient in the same aspect was a mockery of its own rules and regulations. It may be amply clear to the administration that the first and top most priority of any university is teaching and for this adequate number of classrooms are required therefore construction of additional classrooms may be done on a war footing specially in the case of Bundelkhand University. This may lead to reduction in stress of the faculty members as well as students.

29. To maintain the best academic standards and to be in tune with the pace of knowledge at the national and global level in the respective subject area, it is essential that the latest reference books are available in the central and departmental libraries. Non-availability of relevant books and reference material in the library was causing stress to large extent to the faculty members at Bundelkhand University and to some extent at Jiwaji University. It was observed that though the library had plenty of books in stock but most of them were of no relevance to the faculty members and students, as they were substandard ones.
It is suggested that a purchase committee may be constituted for acquiring relevant subject and reference books for the library. The Committee may be provided with a list of the required books and journals by the heads and coordinators of different departments and the decision regarding the vendor may be taken by the Committee.

It was observed that some important reference and subject books issued to the members in Bundelkhand University were retained by them for the whole semester or year. The other faculty members and students were deprived of consulting them. The library authorities may make and follow strictly rules and guidelines about the return of books within a week. Further at least one copy of reference books which are in demand may be kept for reference at the Library.

30. The timings of the library were also a stressor to a very great extent for the faculty members at Bundelkhand University and to some extent at Jiwaji University. The faculty members were occupied with their classes till late afternoon and hardly found any time to visit the library.

It is suggested that the library timings may be extended from 8 a.m. to 9 p.m. and the library staff may work in shifts as is done in leading educational institutions. Adequate security staff may also be deputed during early morning and late evening hours.

31. Proper parking of the vehicles is a must for their security. Lack of proper parking facilities was a stressor to a large extent for the faculty members of both the universities. In both the universities there had been cases of scratching the body paint, making dents on the body, breaking of lights etc. of the vehicles of the faculty members by disgruntled elements. Secondly the vehicles get heated during summers in the absence of a shed. To reduce the impact of this stressor, it is suggested that each faculty member may be provided a specific space for parking his/her vehicle and the parking area may have proper shed and security
arrangement. The parking for students and visitors may be separate to avoid theft or damage of the vehicle.

Both the universities have vast expanse of open land in the front as well as inside which may be utilized for vehicle parking. The parking facility may be given to a contractor on lease for a specific time period by inviting tenders.

32. The security system of the university was a stressor to large extent for the faculty members in both the universities. There have been instances when undesirable elements entered the university and physically assaulted the faculty members and students. The security guards were not competent enough to stop them.

The security system may be strengthened by giving the contract to a competent agency and restricting the entry of vehicles of outsiders in the campus.

33. Proper discipline on the campus plays a vital role in reducing the level of stress of the faculty members. The rules and regulations of the university and the conduct and attitude of the students, employees and fellow faculty members are the components of discipline. The lack of discipline in the university was a stressor to a large extent in both the universities. The major reason behind this was the quality of students and the casual approach of the faculty members and university administration.

Discipline is also essential for the academic growth of the university. The authorities may ensure that the teaching and examinations are conducted on time without any untoward incidence. Not only the Heads and Coordinators of the department but every faculty member may ensure completion of syllabus within stipulated time and transparency in awarding marks to the students.

34. The lack of proper promotion policy was a stressor to the faculty members to a very great extent in the Bundelkhand University and to a large extent in Jiwaji
University. The norms of the promotion had not been revised and upgraded according to the changing trends in the global academic scenario. The faculty members have to wait for years for next promotion or grade irrespective of the outstanding performance. There are set grades and posts – Lecturer, Senior Lecturer, Reader and Professor. The new breed of academicians at both the universities was feeling stagnation and demotivation to a great extent. They were lacking self-esteem and job satisfaction due to inappropriate promotion policy.

The university administration as well as the concerned government authorities may make an appropriate plan and change the prevailing norms and make promotion from lower grade to the higher in shorter period of time. For the SFS faculty members a promotion policy similar to the regular faculty may also be implemented in order to motivate and retain good teachers.

35. For better management of time, it is essential to keep a personal organizer with oneself to complete the routine jobs on the basis of priority. It helps a lot in completing the syllabus and departmental assignments on time and organizing one’s life. Only a few people understand the importance of this simple formula of time and life management. The faculty members of both the university were feeling stressed to a large extent as they were not keeping any personal organizer for completing their routine and periodic assignments.

Some educational institutions issue a Things to Do diary to their faculty members as a practice. The faculty members have made it a part and parcel of their professional as well as personal life. It is reflected in their organizational and personal development. It is suggested that such practices may be adopted by the university administration also. When the faculty members compare their quality of work life with the private and deemed university, they may also take some tips for better performance from their comparison persons working in them. The personal
organizer helps in managing the personal and professional affairs in better way and shortens the path of progress by infusing self-discipline in individuals.

36. The climatic and environmental factors like noise, heat and sunlight deprivation also add to the stress of the faculty members. The architecture, and surroundings of the classrooms and office also increase or reduce stress. At Bundelkhand University the faculty members were experiencing stress due to noise pollution to some extent while the noise factor was not a stressor for the faculty members at Jiwaji University. The noise was created by the students standing in the corridors waiting for their classes.

To reduce the impact of this stressor, it is suggested that the HODs/Coordinators may be instructed to check the punctuality the faculty members so that the students need not wait for them.

Jhansi and Gwalior cities share the same climatic zone and summer extends till October every year. The temperature sometimes goes beyond 45\textdegree\ Celsius during May and June. The extreme temperature was a stressor to large extent for the faculty members of Bundelkhand University and to some extent for the faculty of Jiwaji University. At Bundelkhand University the long power cuts and lack of alternate source of power for the faculty buildings made the working conditions more unbearable. Besides this, the faculty members in both the universities felt discriminated as during the power cuts the administrative staff enjoyed the generator facility. The power cuts during scorching heat coupled with lack of proper drinking water facility had made life miserable for the students and faculty members and was a cause of stress to a large extent at Bundelkhand University and to some extent at Jiwaji University.

It is suggested to reduce the impact of this stressor and for the better performance of the faculty members and smooth academic progress of the university the administration may adopt a humanistic approach towards the plight of the faculty.
members and the students and make alternate arrangements for power supply by
diesel generator sets or by tapping solar or wind energy.

Also in order to reduce the stress of faculty members, one or more than one water
cooler (depending on the size of the building) attached with a water filter may be
installed in each faculty building. The installation may be done on a raised platform
for proper drainage of water. In addition to this regularity in supply of water may
also be maintained otherwise the cooler may merely become a show piece. Periodic
cleaning of the water cooler and filter may be done by the class IV staff of the
respective faculties.

Sunlight deprivation was a stressor for some faculty members at Bundelkhand
University to some extent. Though the University is built on a vast area and the
buildings are huge, yet due to some architectural error, some rooms were not
getting proper sunlight. To reduce this stress windows may be opened in such
rooms wherever possible by removing the walls partially.

The stress due to working conditions and environment has a great impact on the
physiology, psychology and behaviour of individuals which is reflected in
abnormal blood pressure, indigestion, acidity, spondylites, stomach ache, migraine,
hair loss, obesity, depression, schizophrenia, addiction to smoking and drinking, as
well as lack of interest in attending the university and in development of
department, students and university.

Though overall, there was no considerable impact of the stress due to working
conditions, still some of them complained of blood pressure, acidity, spondylites,
migraine, indigestion and depression. Lower age group of the majority of faculty
members in both the universities may be the cause of less impact of stress due to
their greater resistance power.
Apart from providing the required physical facilities to make the work environment free of stress to some level, it is desired that workshops on Yoga, Fitness and Art of living be conducted in the university quite frequently. Stress cannot be removed completely from personal and professional life, but its impact can be controlled by awareness and systematic way of living.

Now a days monetary income and position power are the benchmarks of social status and success. Therefore, the cream of human resource prefers to go abroad or join Central and State Government Administrative Services or multinationals or join professions like doctors, lawyers, chartered accountants etc. In the present days scenario within five years of passing out from a university, a professionally qualified average student earns the same salary as is earned by the senior most teacher in the government university.

Hence, in order to attract and retain talented human resources, it is essential that the pay scales of university teachers may be enhanced atleast to match the pay scales of their comparison person in good private institute if not with their counter parts in the multinationals.

It is suggested that faculty members may be made to understand that each profession has got certain limitations apart from ethics and values. Stress becomes unbearable when one reacts to it negatively. The pride in one's profession despite its limitations enhances self esteem. The self-esteem and pride in profession proves to be a psychological income which enhances job satisfaction and motivation. It helps in looking at stress and stressors from a different perspective. The stressors may be taken as a challenge to be overcomed rather than as obstacles.
Stress is an integral part of life since the conception of human civilization. It manifested itself in aggressive as well as passive ways in every walk of life. The inventions, discoveries and industrial revolutions as well as the wars, the revolts and riots are the positive and negative effects of stress.

With the emergence of competition, modernization and technological advancements at global level, stress is taking its toll at professional as well as personal fronts. The effects depend upon the perception and attitude of the individual professional or worker. With the privatization and commercialization, education is emerging as a promising sector. Education is divided into three parts primary, secondary and higher education. There are central and state universities and affiliated colleges as well as private and deemed educational institutes which are rendering higher education in the areas of arts, humanities, science, commerce as well as professional subjects like management, medicine and engineering apart from various vocational courses.

The research study aimed at finding out the reasons as well as physiological, psychological and behavioural affects of stress due to university infrastructure, working conditions, interpersonal relations, growth prospects etc., on the residential teaching faculty of Bundelkhand University and Jiwaji University. In addition to this a comparative analysis was also done of the level of job stress, stressors as well as physiological and psychological effects of stress amongst the residential teachers of both universities.

The major causes of stress amongst the faculty members of both the university were inferior quality of students; departmental responsibilities; bureaucratic
procedures; lack of transport facilities; lack of equipments and facilities for teaching, lack of open and free communication with the Vice Chancellor office; lack of time to meet social and family obligations, self development, research publications as well for attending conferences, seminars and refresher courses in subject areas. Apart from this the faculty members were experiencing stress due to lack of job security, insufficient salary, indifferent attitude of higher authorities towards their views and suggestions, lack of proper promotion policy and non-conduciveness of university environment for career growth resulting into lack of self-esteem.

In addition to this the faculty members were experiencing stress due to the lack of proper management and the lack of proper management and maintenance of the infrastructure of the university; the lack of power and water supply in departmental office, classrooms, labs resulting into filthy and unhygienic surroundings. The shortage of classrooms apart from lack of reading and reference books in library and the library timings were also causing stress to the faculty members. The dissatisfaction with improper parking facility and security system of the university was also a major stressor to the teachers. The discomfort due to extreme temperature during summers was also being aggravated by the lack of power and water.

Some faculty members complained of blood pressure, indigestion, migraine, obesity, spondylites, acidity and depression due to the stress emanating from their working conditions. Some of them were quite de-motivated by the un-conducive working environment due to the above-mentioned factors resulting into lack of interest to attend the university regularly. This was also reflected into lack of interest in the development of students, department and university.
At Jiwaji University the faculty members were experiencing comparatively less stress related to infrastructural aspects like power, water supply and library facilities due to better management and maintenance by the concerned authorities.

The University authorities as well as the concerned state government department may give due consideration to the factors resulting into stress amongst the teachers and take remedial steps on priority. Motivated teachers are the basis for the survival of a university and ultimately the progress of nation.

To sustain the global competition the state universities need to manage and utilize their human as well as physical resources to the optimum. The governmental agencies of higher education need to be strengthened and upgraded according to the new challenges and complexities.

Right kind of recruitment and interview procedures need to be adopted to ensure entry of right people with right attitude in the institutions of higher learning. Teachers unlike engineers, technicians, professionals and officials have to deal with live humans rather than office documents, files and equipments. Dealing with students and moulding their attitudes and lives requires a great deal of humanity blended with spirituality. Due care is required while designing the job descriptions of the faculty.

The UGC and other government agencies may take initiative towards providing Security and growth opportunities to the faculty members working under SFS stream to help the institutions and universities to retain talented faculty members with them for longer period.
The universities need autonomy and self-reliance today. To survive in this rapidly advancing scientific and technological scenario, good practices need to be adopted to motivate and retain the talent in educational sector. The best talent goes to the corporate sector and abroad. Except few exceptions, only mediocre students remain for teaching sector. Only the quality can produce quality.

To reduce and manage stress the teaching faculty may attend therapeutic workshops conducted by Yoga and Meditation practitioners. A change of attitude is required by introspection and adopting a spiritual way. They may accept stress as a motivational force which helps people to explore, to grow and to test their own capacities. Crises may be accepted as a normal course of life as individual come out of these situations more mature and wiser.

To reduce stress amongst the faculty members the state universities may reduce the bureaucratic controls, attract better talent, provide more operational freedom, improve transparency, increase accountability, remove corruption, punish laxity encourage self-financing and reward productivity.