



Review Article

Challenges and Impact on an Administrator Dealing in Higher Education Sector

Dr. Ekjot Kaur^{1*}

¹Department of Commerce & Management, DAV College, Jalandhar, Punjab, India

Corresponding Author: * Dr. Ekjot Kaur

DOI: <https://doi.org/10.5281/zenodo.14006745>

Abstract	Manuscript Information
<p>In today's rapidly advancing society, individuals often become overburdened both mentally and physically, leading to heightened levels of stress and dissatisfaction. This paper examines the multifaceted role of college principals, focusing on their responsibilities and challenges in managing institutional duties, including faculty administration, recruitment, coordination with the Department of Public Instruction (DPI), and liaising with affiliating universities. The study explores the principal's accountability in executing governmental policies in higher education, organizing curricular and extracurricular activities, and maintaining institutional accreditation as per the University Grants Commission (UGC) standards. Additionally, it addresses principals' interactions with both state authorities and university bodies, emphasizing the pressures associated with limited resources and competitive institutional dynamics. Through this research, two primary objectives are highlighted: analyzing the relationship between principals and the DPI, and investigating their interactions with affiliating universities. The findings underscore the complex administrative landscape faced by principals and the implications for effective educational management and stress mitigation strategies.</p>	<ul style="list-style-type: none"> ▪ ISSN No: 2583-7397 ▪ Received: 29-07-2024 ▪ Accepted: 19-09-2024 ▪ Published: 14-10-2024 ▪ IJCRM:3(5); 2024; 214-218 ▪ ©2024, All Rights Reserved ▪ Plagiarism Checked: Yes ▪ Peer Review Process: Yes <p>How to Cite this Manuscript</p> <p>Ekjot Kaur. Challenges and Impact on an Administrator dealing in Higher Education Sector. International Journal of Contemporary Research in Multidisciplinary.2024; 3(5):214-218.</p>

KEYWORDS: Principal, Stress, DPI, University, Education.

1. INTRODUCTION

The man of today is struggling hard to prove his potential in the finest possible way and try to make himself equipped with the latest advancements. In the run of filling their quiver with the sharpest arrows, they become over-occupied, both mentally and physically, and find themselves unable to cope with life and its duties. It becomes the cause of unhappiness and stress. It is said that a flat line on a heart-beat mapping machine denotes death. So, a zigzag line keeps us moving with the pace of time. It depends on our behavior or attitude to control stress. Certain measures can be practiced in life to mitigate stress. The principal is responsible for maintaining the service book of all the staff which declares their working and promotion. Fresh recruitment in the institution is done through the principal only. He bears the

duty to advertise, call, and submit the details to the DPI and the concerned university for sending to the selection committee and once the interview is done, he is bound to send the proceedings with testimonials of selected candidates to the DPI and concerned university for approval. The principal has to send an annual claim to DPI to get a grant. All the policies of the government regarding higher education are conveyed through the principal only. The principal is accountable to SC students. The principal is the one, who deals with the affiliated university regarding selections, students return, roll no. curriculum, exams, sports fees, etc. He has to attend meetings on the university campus on call by the Vice Chancellor or their authority. He acts as a controller of university examinations. He has to arrange different activities about academics and co-curriculars along

with sports and convocation etc. on the college premises. As per the demand of the UGC, the Principal has to get his college accredited by NAAC. Apart from this, in private-aided colleges, the principal has to deal with the management and do liaison work between staff and management. He has to come up with the expectations of (sometimes) uneducated ways of working in educational institutions. Similarly, Factor 1 (DPI and State Government) having four items shows that the majority of Principals are faced with so many problems related to funds and resources, etc. On the other side Factor 2 (Affiliating University) comprising four variables indicates that the majority of the principals felt that they had tough competition among other institutions.

2. OBJECTIVES

1. To Study the Relationship between Principal and DPI.
2. To Study the Relationship between the Principal and its affiliating Universities.

3. LITERATURE REVIEW

Varsha Kaveramma M.S., Dr. Lijeesh (2020) The researcher observes that stress is in every job and insurance is not an exception. Meeting job targets and a lot of paperwork in this industry leads to occupational stress. A sample of 150 employees was taken. A questionnaire was filled out by both private and public bank employees from LIC and Bajaj Allianz from Bangalore. By using the Convenience Sampling Method, not much difference was observed in occupational stress in private and public bank employees proving that a lot of stress is there on the job.

Joy (2020). The objective was to study the relationship between stress and the performance of an employee. Role ambiguity, conflicts, and work pressures create stress and reduces the effectiveness at the workplace. The theoretical study was done, it emphasized on role theory and says if stress management is done, then the employee's performance significantly improves in tasks and assignments. Commitment in their work will enhance. Flexible programmers should be implemented in the organization. Reward-based performance and role clarity in their job will help the employees to give better results.

Soegota & Narimawati (2020). The success of a company depends upon the workers and management at work. Stress management increases the performance of an employee. The samples were taken from 34 employees from Bandung organization. Different variables were taken into consideration. The descriptive research was conducted. It was found that the many factors of stress influence the employees in their decisions and with long term dissatisfaction leads to leaving of company jobs. So appropriate ways and techniques should be adopted to help them to manage the stress at work and their performance can be improved and able to sustain in company jobs for long term.

Markin & Wang (2020). In this article, the author tries to identify the Principals and Vice-Principals' problems, their work pressure and stress levels. In this profession, school leaders are on high stress and burnout which ultimately leads to impact of education systems. Principals are very dedicated and they work

to their best but they are suffering from chronic stress and harming their immune system and damaging the texture of life very badly. Because of this, environment, many good educators don't want to join this job, and the Canadian Principals who are already in a job, want to leave within four years of their job. However, research says that the principal should be in one school at least for five to seven years which has the good impact on that school. The principal needs to do self-care, train, and learn essential skills and training. Around him, he should make a team of dedicated and productive members, who support him all the time and he should try to build good relationships with others. The leaders should always be encouraged and given support by the management.

Seaman (2020). In this article, the researcher tries to find out the stress level of Principals. Learning Policy Institute says that a Principal's job is a very demanding job in this world and most challenging also. According to his research, he found that 42% of school principals wanted to leave their profession. If a Principal leaves the job, it has a bad impact on everyone, the students, teachers, and the entire school. So, he suggested that leadership styles should be changed otherwise, there would be dissatisfaction in the job and family disturbances. As a result of it, the qualified candidates will not apply and ultimately harm will be done to the school or institutions.

Janefer (2019). This study finds the stress of teachers who are taking classes from 8th to 12th Std students. Teacher stress turns out in the form of anger, frustration, change in the behavior of excessive students in the class, overwork load, social environment, principal's attitude towards the teacher or personal health problems, and family stress. A sample of 200 teachers was taken. Analysis was done by using the Chi-square method and ANOVA was used. It was suggested that a 30:1 ratio of students teacher must be followed, refresher courses should be conducted and a friendly environment should be created with proper exercise. Work should be given according to the age of the candidate.

Pascoe, Hetrick and Parker (2019). This study is based on students who are in school in secondary or taking higher education. They are in stress because of their academic burden. There is lack of motivation, pressure to achieve higher marks and targets. Reason of stress was for all job insecurity in future or for not getting employment and unable to get sustainable livelihood. This affects their performance, mental and physical health, they get problems like anxiety and depression, stomach upset, poor sleep patterns etc. Government spends lot of money on its OECD and UNESCO surveyed also from time to time. Their report says around 66% are under stress, 55% of the students feel anxiety. Girls are more in anxiety than boys. So these problems should be tackled in a proper way. Academics related stress should be reduced and tried to give security to the students by securing their future.

Denecker (2019). The study explains there is change in scenario of schools and governance reforms. It has changed the position, working and role of Principals. Now they hold a very important position which leads to stress. It is now very challenging and demanding job. The study was conducted on school principals of

French-speaking Switzerland and tried to find out the stress, its causes and find out the coping strategies. He tries to explain that interpersonal relations should be such that no conflict arises at administration level. So the Principal can work efficiently and will be less stressed.

Karacsony (2019). The study premises that the retaining of employees in the organization and commitment from them is a big challenge in today's scenario. The leaders are facing this type of problems because of shortage of capable candidates. The workers are not ready to sustain in the organisation because of significant impact of stress. The study was conducted in Hungarian organizations. Questionnaire got filled. It was found there is correlation between work, stress and non commitment of employees. Workplace stress leads to losing of commitment of employees and affects the organisation for long term and gives negative impact on the performance. So, need is to tackle the situations in a professional way so that stress can be reduced.

NFER (2019). According to the report teachers are at higher level of stress in comparison to other professions. Because of unprofessional environment and strategies of the government regarding the recruitment policies and pay scales. Earlier it was considered the best place to work where a good number of holidays are given, less working hours and less of work is scheduled but it is a myth, teachers are with great stress these days. So the government should adopt favourable policies for the teachers. Good pay-scales and facilities should be given to them. Then only they will work with great enthusiasm and give maximum to the students in studies.

College Principals' dealing with DPI Colleges

State Government – Higher education is looked by the ministry of higher education in the state of Punjab. To provide education after +2, there are government colleges, private colleges, private aided colleges, so the director public instruction (DPI) controls these above mentioned colleges. DPI colleges give grant-in-aid to the private aided colleges. Punjab government gives 95% of the deficit of salary expenditure of teaching & non-teaching staff to the colleges through DPI. Teaching & non-teaching staff who receive grant from government are called to be covered under grant-in-aid scheme. Government pays quarterly grant to the colleges but sometimes they also get delayed for long as well because of lack of funds with the government and it sometimes becomes a grave matter of concern for the college principals as they have to pay regular salaries to their staff and if the delay gets prolonged, the staff through its unions agitates which gives stress to the principal.

In case of fresh recruitments for both teaching and non-teaching posts, advertisements are given in at least two newspapers. The selection committee for such appointments consists of management, principal and subject experts, one representative/nominee must be from the government side. For that reason, the principal writes to DPI to get the nominee with the request and the copy of the advertisement published in the newspaper along with the date of interview, so the DPI sends its nominee for the selection.

The nominee of the DPI ensures that the candidate is qualified as per the UGC/ State government and UGC norms. It is the duty of the principal to submit the proceeding of the selection committee. While examining such proceedings, the DPI colleges issues approval for the appointment. The principal is bound to send all the testimonials of the candidate for verification to the DPI colleges.

The service book of teaching & non-teaching staff is maintained by the principal, which are required for the promotion of teachers and for further pay scale revisions. These service books are sent to DPI by the college principal to get approval for senior scale promotions and ensure that the lecturer concerned must meet the requirement of refresher & orientation courses and any other condition laid by the UGC for promotion. While sending the annual claim to the DPI, the principal of the college, must maintain the record of different kinds of leaves given to both teaching and non-teaching employees and also inform DPI from time to time. Managements of the private aided colleges also apply to the DPI colleges as in the case of new lecturer appointment. Same procedure is followed. The DPI colleges sends its nominee for the selection of the principal which ensures that all the conditions and qualification are fulfilled by the candidates and after verifying the testimonials of the candidate, the DPI colleges gives its approval and verifies the pay scale given to the principal concern.

For opening of the new private colleges, DPI colleges also issues "no objection certificate to the concerned management after verifying the land requirement, building requirement and other infrastructure for the opening of new college. All these formalities are done by the college principal.

The most challenging task for the principal is to get regular grant for the payment of salaries to the staff by submitting annual claim to the DPI and to ensure the verification of such claims. He has to visit in person or through his representative to the DPI to get the grant.

The principal must ensure while preparing annual claim that he has correctly added the salaries of the employees and paid DA properly and in accordance with the government declaration, regarding resignation, suspension and termination of any employee of the college and also follow the rules regarding leaves while granting them to the teaching and non-teaching staff. All the policies of the government regarding higher education are conveyed to the college principal through DPI. Principal is also duty bound to send detailed student strength to the DPI colleges.

The central government of India has formulated post metric scholarship scheme for SC students. Under this scheme, SC students get scholarships and refunds of their college fees through DPI colleges. The principal's duty is to send claim for SC students to the DPI colleges. Most of the colleges have quite a good number of SC student strength. Their admissions in the colleges are free of cost and their fee and other charges are borne by the govt. Through DPI, the principal's duty is to send all the required documents of SC students like, certificate of schedule cast (SC), current income certificate duly issued by the local

administration. All these legal formalities are time bound and the principal is accountable for the above.

Dealing with the Affiliated Universities

Every private and private aided college is to get affiliation with the state university. In Punjab state, there are 3 affiliating universities/non-professional colleges such as Punjab University, Punjabi University, and GNDU. To start a private college, it is mandatory to get affiliation from the university, to which it falls in the jurisdiction. The university has a separate college development council to deal with the appointment of principals & teachers monitored by the university. So, the university sends its nominee and subject experts to appoint teachers in the colleges. The college Principal advertises the post of teachers to be recruited by fulfilling all the requirements as per UGC norms & University norms and sends them to the university for an interview. After the interview procedure is completed, the college principal has to send all the documents of the selected candidates to the university for approval. University, after verifying the documents and considering the qualifications and recommendations of the selection committee approves the appointment of teachers. It is the responsibility of the principal to send student returns to the university. For enrollment, seeking admission in a particular course is done by considering that all students must meet the eligibility conditions imposed/by the university. This exercise is done within the stipulated time given by the university. University charges different kinds of fees like sports, youth welfare, NSS, and college development fees and it is also the responsibility of the principal to deposit the same. The principal is also bound to follow the university calendar. The calendar has all the provisions regarding examination, evaluation, leave rules, attendance, holidays, meetings, academic bodies, etc. The principal also follows the academic calendar given by the university. Regarding working days of teaching

staff, house exams, semester, final exams, and vacations, he has to adhere to the university calendar. The college principal also organizes various functions like the annual sports meet, prize distribution, workshops, seminars, convocations & other cultural functions. When the University conducts an exam of students, the principal must send examination forms duly filled by the students to the university. And also certify the attendance of regular students. The university issues roll numbers to the colleges to be distributed by the principal to the students. This way Principal acts as a controller of examination to conduct examination and take care of all the requirements like examination halls, rooms, furniture, and duties of invigilators and supporting staff & also makes sure that students take exams without unfair means. After the examination, the sports activities of the students are organized by the university. In all the disciplines, the university gives a schedule for different games. The affiliated colleges participate in all the games. The college principal is responsible for sending the sports person to participate in different games and must ensure their eligibility as to age, class, and other departments/conditions. The entry forms are duly filled by the sports teachers and countersigned by the university. The university also organizes youth festivals in which students perform and show their talents. The college Principal also must send various teams to participate in music drama, dance, literary, and fine arts items. The college Principal is also a member of several bodies of the university like the academic council, board of studies, sports committee, youth welfare committee, senate, and syndicate. So, he acts as a liaison between college and university. All the duties related to university are time bound which is indeed stressful work. If the principal fails to fulfill these in time, he has to pay heavy fines imposed by the university. The principal is accountable to the management committee.

Factor analysis of Factor 1 (Administrative Work)

Table 1: Factor Loadings of Factor 1 (Administrative Work)

Factor Number	Name of Dimension (% of Variance)	Items / Label	Factor Loadings	Item Description
Factor 1	Factor 1 (Administrative Work) (19.705)	PQ1	0.851	Implementing new course
		PQ2	0.801	Dealing with new education initiative
		PQ3	0.872	Increased Work Load
		PQ4	0.904	Long Working Hours
		PQ5	0.650	Need to complete deadlines
		PQ6	0.839	University/ Inspection process

As per the table, it was clear that factor “Factor 1 (Administrative Work)” consists of Six items and they explained 19.705% of the variance in factor. High factor loading was observed in the statements “Long Working Hours” and “Increased Work Load” with 0.904 and 0.872 respectively. Factor loadings were found in

the other two statements of “Implementing new courses” and “University/ Inspection process” factors with 0.851 and 0.839-factor loading respectively. It means the majority of the principals were facing the challenge of long working hours, increased workload, etc.

Factor analysis of Factor 2 (DPI & State Government)

Table 2: Factor Loadings of Factor 2 (DPI & State Government)

Factor Number	Name of Dimension (% of Variance)	Items / Label	Factor Loadings	Item Description
Factor 2	Factor 2 (DPI & State Government) (15.310)	BAS1	0.853	Lack of Funds to do the job.
		BAS2	0.859	Lack of physical facilities
		BAS3	0.920	Lack of Moral Support
		BAS4	0.916	Lack of Resources to do the Job

According to the table, the factor “Factor 2 (Dpi & State Government)” included four items and they explained 15.310% of the variance in the factor. Higher factor loading was observed in the statements “Lack of Moral Support” and “Lack of Resources to do the Job” as their respective factor loading were 0.920 and 0.916. Lower factor loading was observed for the item “Lack of physical facilities” and “Lack of Funds to do the job” as their respective loadings were 0.859 and 0.853. It means the majority of Principals faced so many problems related to funds, resources, etc.

4. CONCLUSION

An essential step should be taken by the Government and Management to reduce the work and family conflict because the principals in our society play multi-faceted roles, often leading to inter-role conflicts and consequent emotional imbalances. Every Principal each day’s thoughts, words, and actions take on new and greater significance.

REFERENCES

1. Adera BA, Bullock LM. Job stressors and teacher job satisfaction in programs serving students with emotional and behavioral disorders. *Emotional and Behavioural Difficulties*. 2010;15(1):5–14. <https://doi.org/10.1080/13632750903512365>
2. Aflakseir A, Nemati O. Association Between Work-Related Stress and Burnout Among a Group of the Elementary and High School Teachers in Zarrin-Dasht-Fars. *International Journal of School Health*. 2018;5(2):4–13. <https://doi.org/10.5812/intjsh.64096>
3. Agai-Demjaha T, Minov J, Stoleski S, Zafirova B. Stress Causing Factors Among Teachers in Elementary Schools and Their Relationship with Demographic and Job Characteristics. *Open Access Macedonian Journal of Medical Sciences*. 2015;3(5):493–9.
4. Agharuwhe AA. Assessment of instructional and administrative strategies applied by principals to improve academic performance. *International Journal of Educational Administration and Policy Studies*. 2014;6(7):114–8.
5. Alasomukai AV. Job Stress Management among Secondary School Principals in River State, Nigeria. *International Journal of Scientific Research in Education*. 2019;12(1):164–9.

6. Alborzkouh P, Nabati M, Zainali M, Abed Y, Shahgholy Ghahfarokhi F. A review of the effectiveness of stress management skills training on academic vitality and psychological well-being of college students. *Journal of Medicine and Life*. 2015;8(Spec Iss 4):39–44.
7. Al-safran E, Brown D, Wireman A. The Effect of Principal’s Leadership Style on School Environment and Outcome. *Research in Higher Education*. 2014.
8. Arya ML. Relationship between Principal’s Administrative Behaviour and Senior Secondary in Moradabad. *Global Journal of Multidisciplinary Studies*. 2015;4(5).
9. Banu CV, Santhosh N, Venkatakrishnan YB. A Study on Stress Management with special reference to a private sector unit. *International Journal of Management*. 2010;1(1):1–16.
10. Baypand L. Job Stress and Coping Strategies of Elementary Principals: A Statewide Study. *Current Issues in Education*. 2011;14(3).

Creative Commons (CC) License

This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY 4.0) license. This license permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.