

04
KU

UNIVERSITY OF MACAU

FACULTY OF BUSINESS ADMINISTRATION

**OCCUPATIONAL STRESS
OF
UNIVERSITY TEACHERS
IN CHINA**

**Thesis presented
to Faculty of
Business Admin.,
University of
Macau for the
granting of the
MBA degree in
Strategic Mgmt.**

Kim, Oi Mei Kuok

1998



TABLE OF CONTENTS

CHAPTER 1 INTRODUCTION.....	1
OCCUPATIONAL STRESS: A GROWING CONCERN.....	1
OBJECTIVES OF THE STUDY.....	2
LIMITATIONS OF THE STUDY.....	3
ORGANIZATION OF THE REPORT.....	4
CHAPTER 2 LITERATURE REVIEW.....	6
WHAT IS STRESS?.....	6
<i>Perception.....</i>	<i>7</i>
<i>Life Event Rating Scale.....</i>	<i>8</i>
<i>Constructive or Destructive?.....</i>	<i>9</i>
<i>Two Basic Schools of Thought.....</i>	<i>10</i>
STRESS INDICATORS.....	12
<i>Behavioural Reactions.....</i>	<i>12</i>
<i>Physiological Measures.....</i>	<i>13</i>
<i>Psychological Responses.....</i>	<i>17</i>
<i>Burnout.....</i>	<i>21</i>
COST OF STRESS.....	22
SOURCES OF STRESS.....	23
<i>Change.....</i>	<i>24</i>
<i>Role Overload.....</i>	<i>25</i>
<i>Role Ambiguity.....</i>	<i>25</i>
<i>Role Conflict.....</i>	<i>25</i>
<i>Job Involvement (Participation).....</i>	<i>26</i>
<i>Career Development.....</i>	<i>26</i>
<i>Job Autonomy.....</i>	<i>27</i>
<i>Job Demand.....</i>	<i>27</i>
<i>Inadequate Pay.....</i>	<i>28</i>
COPING WITH STRESS.....	30
<i>Stress Avoidance.....</i>	<i>32</i>
<i>Reactive and Proactive Approaches (Preventive and Curative Approaches).....</i>	<i>34</i>
<i>Changing the Sources of Workplace Stress.....</i>	<i>35</i>
<i>Physical Coping (Stress Management Training).....</i>	<i>36</i>
<i>Counseling or Psychotherapy.....</i>	<i>37</i>
<i>Individual versus Environmental Basis.....</i>	<i>38</i>
<i>Management Involvement.....</i>	<i>39</i>

<i>Universal Versus Unique Intervention Program</i>	40
<i>Stress Audits</i>	40
DIFFERENT CLUSTERS.....	40
<i>Sex</i>	41
<i>Age Differences</i>	43
MODERATORS (CRUCIAL FACTORS).....	45
<i>Personal Variables</i>	45
<i>Organizational Moderators</i>	48
CROSS-CULTURAL CONSIDERATIONS.....	50
PREVIEW OF HIGHER EDUCATION.....	53
CHAPTER 3 METHODOLOGY	61
DATA COLLECTION.....	61
RESPONSE RATE.....	62
MEASURES.....	63
<i>Mental Health</i>	63
<i>Job Satisfaction</i>	64
<i>Sources of Tension</i>	64
<i>Coping Strategies</i>	64
<i>General Information</i>	65
CHAPTER 4 GENERAL INFORMATION OF THE SUBJECTS	66
SEX.....	66
AGE.....	66
UNIVERSITIES AND PROVINCES/MUNICIPALITIES.....	67
TEACHING FIELDS.....	68
LEVEL OF EDUCATION.....	68
TEACHING EXPERIENCE.....	69
CURRENT JOB TITLES.....	69
TEACHING HOURS.....	70
CHAPTER 5 BEHAVIOURAL RESPONSES	71
CONSULTATION TARGETS.....	71
DAYS OF ABSENCE.....	72
INTENTION TO LEAVE THE PROFESSION.....	73
SMOKING AND DRINKING.....	75
CHAPTER 6 STRESS OF ACADEMICS	79
JOB SATISFACTION.....	79
<i>Differences between Subgroups</i>	82

MENTAL HEALTH.....	86
<i>Differences between Subgroups</i>	87
SOURCES OF TENSION	89
<i>Differences between Subgroups</i>	91
COPING STRATEGIES.....	97
<i>Differences between Subgroups</i>	98
CHAPTER 7 STRESS OF ACADEMICS --- IN ESSENCE.....	101
MENTAL AND PHYSICAL HEALTH.....	101
JOB SATISFACTION	104
SOURCES OF TENSION	107
COPING STRATEGIES.....	112
CHAPTER 8 CONCLUSION.....	115
PHYSICAL AND MENTAL HEALTH.....	115
JOB SATISFACTION	117
SOURCES OF TENSION	118
COPING METHODS.....	120
MODEL.....	120
APPENDIX A (DEFINITIONS).....	121
APPENDIX B	123
LIFE EVENT RATING SCALE (SOCIAL READJUSTMENT RATING SCALE).....	123
APPENDIX C (INSTRUCTIONS OF RELAXATION RESPONSE).....	124
APPENDIX D (QUESTIONNAIRE).....	125
APPENDIX E	134
CRITERIA FOR EVALUATIONS.....	134
<i>From TA to Lecturer:</i>	134
<i>From Lecturer to Associate Professor:</i>	135
<i>From Associate Professor to Professor:</i>	135
REFERENCES	137