Dear Respondent,

I, Rema Ragavan, I.C. 631230-10-7470, am currently pursuing a Masters Degree in the field of Education (Administration) in the above mentioned university. I have elected to research the topic of School Administrator Stress with special focus on administrators of secondary schools. Sadly, research in this area of school administration has been sorely neglected, despite the grave consequences that may arise due to the mismanagement of school administrator stress. Widely researched in other parts of the developed world, this issue has unfortunately been overlooked in our country, unlike that of teacher stress. Currently, there exists only one other research paper on Primary School Administrator Stress, carried out in 1996 in the state of Selangor. This would make my endeavour a pioneering research in which I most graciously invite your participation.

I would like to stress that this is not a test of any kind and that all information will be held in the strictest of confidence. I would also like to ask your kind cooperation in answering sincerely and to the best of your ability. This is to ensure that the information gained through this research would be meaningful. It can then be used by the proper authorities in two ways; as a tool to improve service conditions for the current generation of administrators, and also to help in the preparation of future generations of administrators.
The enclosed questionnaire has two parts:

➤ **Section A**: Personal particulars. *Please fill in the space provided or tick in the appropriate box.*

➤ **Section B**: Instrument known as the ADMINISTRATIVE STRESS INDEX. *Please indicate your response by circling the number that reflects your opinion best.*

Thanking you in advance for your time and your patience.

Sincerely yours,

[Signature]

Rema Ragavan

26 January 2000
SECTION A

Please fill in the space provided or tick in the appropriate box.

1. Your age : ________ years.

2. Your gender : Male [ ] Female [ ]

3. Administrative experience :

   [ ] 1—3 years   [ ] 4—6 years   [ ] 7—9 years   [ ] 9—11 years   [ ] more than 11 years

4. Student enrolment :

   [ ] less than 500   [ ] 501—1000   [ ] 1001—1500   [ ] 1501—2000   [ ] more than 2000

5. Staff size : ________ teachers ________ others

6. Level of Administrative Position :

   [ ] Pengetua   [ ] PK I   [ ] PK II   [ ] P. Petang

7. You would categorize your work as :

   [ ] Not stressful at all
   [ ] Mildly stressful
   [ ] Stressful
   [ ] Extremely stressful
SECTION B

ADMINISTRATIVE STRESS INDEX

School administrators have identified the following 35 work-related situations as sources of concern. It is possible that some of these situations bother you more than others. How much are you bothered by each of the following situations listed below? Please circle the appropriate response.

<table>
<thead>
<tr>
<th>NOT APPLICABLE</th>
<th>RARELY/NEVER BOTHERS ME</th>
<th>OCCASIONALLY BOTHERS ME</th>
<th>FREQUENTLY BOTHERS ME</th>
</tr>
</thead>
<tbody>
<tr>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

1. Being interrupted frequently by telephone calls
   NA 1 2 3 4 5

2. Supervising and coordinating the task of many people
   NA 1 2 3 4 5

3. Feeling staff members don't understand my goals and expectations
   NA 1 2 3 4 5

4. Feeling that I am not fully qualified to handle my job
   NA 1 2 3 4 5

5. Knowing I can't get information needed to carry out my job properly
   NA 1 2 3 4 5

6. Thinking that I will not be able to satisfy the conflicting demands of those who have authority over me
   NA 1 2 3 4 5

7. Trying to resolve difference between or among students
   NA 1 2 3 4 5

8. Feeling not enough is expected of me by my superiors
   NA 1 2 3 4 5

9. Having my work frequently interrupted by staff members who want to talk
   NA 1 2 3 4 5

10. Imposing excessively high expectation on myself
    NA 1 2 3 4 5
1. Feeling pressure for better job performance over and above what I think is reasonable
   NA 1 2 3 4 5

2. Writing memos, letters and other communication
   NA 1 2 3 4 5

3. Trying to resolve differences with my superiors
   NA 1 2 3 4 5

4. Speaking in front of groups
   NA 1 2 3 4 5

5. Attempting to meet social expectations (housing, clubs, friends, etc)
   NA 1 2 3 4 5

6. Not knowing what my supervisor thinks of me, or how he/she evaluates my performance
   NA 1 2 3 4 5

7. Having to make decisions that affect the lives of individual people that I know (colleagues, staff members, students, etc)
   NA 1 2 3 4 5

8. Feeling I have to participate in school activities outside of the normal working hours at the expense of my personal time
   NA 1 2 3 4 5

9. Feeling that I have too much responsibility delegated to me by my superior.
   NA 1 2 3 4 5

10. Trying to resolve parent/school conflict
    NA 1 2 3 4 5

11. Preparing and allocating budget resources
    NA 1 2 3 4 5

12. Feeling that I have to little authority to carry out responsibilities assigned to me
    NA 1 2 3 4 5

13. Handling student discipline problems
    NA 1 2 3 4 5
<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>24. Being involved in the collective bargaining process</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>25. Evaluating staff members' performance</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>26. Feeling that I have too heavy a workload, one that I cannot possibly finish during the normal work day</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>27. Complying with state, federal and organisational rule and policies</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>28. Feeling that the progress on my job is not what it should or could be</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>29. Administering the negotiated contract (grievances, interpretation, etc)</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>30. Being unclear on just what the scope and responsibilities of my job are</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>31. Feeling that meetings take up too much time</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>32. Trying to complete reports and other paper work on time</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>33. Trying to resolve differences between and among staff members</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>34. Trying to influence my immediate supervisor's actions and decisions that affect me</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>35. Trying to gain public approval and/or financial support for school programs</td>
<td>NA</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

Other situations about your job that bother you: (if any) | 1 | 2 | 3 | 4 | 5 |