



---

## AN ANALYTICAL STUDY ON EMPLOYEE STRESS WITH SPECIAL REFERENCE TO INFORMATION TECHNOLOGY (IT) COMPANIES IN TECHNOPARK – A KERALA EXPERIENCE

Dr. Manoj A.S\*

---

**Abstract:** *Stress is considered as the reaction people have to excessive pressure. The term stress is also used to describe the individual's response to pressure. This response can be psychological behavioral. How the individual responds to the stressor will depend on their personality, their perceptions, and their past experience. Some stress is necessary in that it assists us in achieving both work and personal goals. However, too much stress can make those goals harder to achieve. People respond differently to stress. Some people function well under significant stress while others do not. In general, stress is related to both external and internal factors. External factors include the physical environment, including the job, the relationships with others, home, and all the situations, challenges, difficulties, and expectations you're confronted with on a daily basis. Internal factors determine your body's ability to respond to, and deal with, the external stress-inducing factors. Internal factors which influence your ability to handle stress include your nutritional status, overall health and fitness levels, emotional well-being, and the amount of sleep and rest you get. Employees were experiencing high level of stress due to various factors such as high workload, tight deadlines, high targets, type of work, lack of job satisfaction, long working hours, pressure to perform, etc. Interpersonal conflicts at the workplace, such as boss-subordinate relationships and relationships with peers, were also a source of stress. Experts believed that the dysfunctional aspects of stress could directly impact an organization's performance and also affect the well-being of its employees. Stress at the workplace was linked to absenteeism, higher attrition, and decreased productivity. Stress led to fatigue, irritability, poor communication, and quality problems/errors. High stress levels also affected the morale and motivation of the employees. Prolonged exposure to stress without effective coping mechanisms could lead to a host of physical and mental problems. For instance, stress could lead to stress-induced gastrointestinal problems, irritable bowel syndrome, acidity, acid reflux, insomnia, depression, heart disease, etc. Moreover, stress could push the*



victim toward high risk behavior such as smoking, drinking, and substance abuse. Stress-related illness led to increase in absenteeism and attrition affecting the profitability of the organizations. Organizations cutting across industries were gearing up to provide employees with a stress-free healthy environment. The efforts to address this issue were more pronounced in some industries than others. By keeping this in mind the researcher has put her effort to find out whether the employees are affected by stress and the various factors which cause employee stress in Technopark. The researcher also spends his valuable time to find out the different aspects & perspectives of Employee stress in Technopark, to study how employers overcome their stress. The researcher also put an extra effort to find out the role played by the management/organization to overcome employee stress and also to give recommendations and suggestions to overcome from stress in the organizational context in Technopark. Stress involves circumstances and experiments that are perceived as threatening. Stress is a common, every day event, and even seemingly minor stressors or hassles can be problematic. To a large degree, stress lies in the eye of the beholder. Whether one feels threatened by events depend on how one appraises them. In Technopark the project was done to find out the present situation regarding employee stress and the various factors that affect the causes of employee stress. It also looks into the factor which helps to overcome the stress. From the study it was found that doctors are more stressed out than nurses. From the study it also find out that better the stress management better will be the work life balance of the employees. Stress events help to satisfy our needs for stimulation and challenge. Stress frequently promotes personal growth or self-improvement. Stressful events sometimes force us to develop new skills, learn new insights, and acquire new strengths. In other words, the adaptation process initiated by stress may lead to personal changes that are changes for the better. Confronting and conquering a stressful challenge may lead to improvements in specific coping abilities and to and to enhanced self-esteem. In sight of the negative effects that stress can have, improved stress tolerance is a desirable goal.

**Keywords:** Stress, Personality, Motivation, Morale, Absenteeism, Attrition

---

\*Professor & Head, Rajadhani Business School, Attingal, Trivandrum, Kerala, India.



## **INTRODUCTION & RESEARCH PROBLEM**

The modern life is full of problems of all kind. These problems range from completely personal to those arising out of organizational issues. The workplace had become a high Stress environment in many organizations cutting across industries. Employees were experiencing high level of Stress due to various factors such as high workload, tight deadlines, high targets, type of work, lack of job satisfaction, long working hours, pressure to perform, etc. Interpersonal conflicts at the workplace, such as boss-subordinate relationships and relationships with peers, were also a source of Stress. Experts believed that the dysfunctional aspects of Stress could directly impact an organization's performance and also affect the well-being of its employees. Stress at the workplace was linked to absenteeism, higher attrition, and decreased productivity. Stress led to fatigue, irritability, poor communication, and quality problems/errors. High Stress levels also affected the morale and motivation of the employees. Prolonged exposure to Stress without effective coping mechanisms could lead to a host of physical and Stress problems. For instance, Stress could lead to Stress-induced gastrointestinal problems, irritable bowel syndrome, acidity, acid reflux, insomnia, depression, heart disease, etc. Moreover, Stress could push the victim toward high risk behavior such as smoking, drinking, and substance abuse. Stress-related illness led to increase in absenteeism and attrition affecting the profitability of the organizations. Organizations cutting across industries were gearing up to provide employees with a Stress-free healthy environment. The efforts to address this issue were more pronounced in some industries than others. Experts felt that, though Stress at the workplace is a global phenomenon, professionals in some industries were more susceptible to Stress than others. For instance, surveys conducted in 2006 and 2007 in the UK and the US respectively, found that employees in Information Technology (IT) industry (including the ITeS outsourcing industry) were the most Stress. Accordingly, these organizations had started implementing various unconventional methods to decrease Stress at the workplace. Even in India, organizations had woken up to this menace and were resorting to novel methods including teaching the employees dancing and music, trekking, etc, to reduce Stress at the workplace. For instance, Tata Consultancy Services Ltd. had started different clubs like Theatre Club, Bibliophile Club, Adventure & Trekking Club, Fitness Club, Sanctuary Club, Music Club and Community Services Club, etc. With this in mind the researcher had



put a bird's-eye view about the Employee Stress and new perspectives of Stress on employers at various levels in Technopark; where human resource has been treated as the most valuable resource of the organization, where Employee Stress is an important issue which is to be resolved. By keeping this in mind the researcher has put her effort to find out whether the employees are affected by Stress and the various factors which cause employee Stress in Technopark. The researcher also spends his valuable time to find out the different aspects & perspectives of Employee Stress in Technopark, to study how employers overcome their Stress. The researcher also put an extra effort to find out the role played by the management/organization to overcome employee Stress and also to give recommendations and suggestions to overcome from Stress in the organizational context in Technopark.

## **OBJECTIVES OF THE STUDY**

### **General Objectives**

To study on the employee Stress among the employees of Information Technology in Technopark.

### **Specific Objectives**

- To analyze the present situation regarding the Employee Stress in Technopark.
- To study the various factors which cause employee Stress in Technopark.
- To analyze the effect of Stress on the professional & domestic life
- To study the impact of Stress on work life balance of employees.
- To study how employees overcome their Stress in Technopark.
- To give recommendations and suggestions to overcome from Stress in the organizational context in Technopark

## **SCOPE & SIGNIFICANCE OF THE STUDY**

Depending on the size of the workforce and the demand of the employees, it may be possible for one person to manage the Stress management and relaxation center. From the description of the equipment and the facility, one can see that this coordinator should have a certain degree of professional knowledge and skills. A health educator with a graduate degree and special training in Stress management would be an ideal choice. A certified biofeedback therapist would only be necessary if one intended to provide rehabilitation services in addition to education. The described center is intended as an educational facility



that provides education and training not a therapeutic one that provides treatment for specific conditions. Many individuals identify themselves as Stress management experts however, not many of these individuals will have the breadth of knowledge necessary to deliver the comprehensive approach promoted by a center for Stress management and relaxation. Stress is not the same for all people and one approach will not work for all employees. As an example, providing employee training in individual coping techniques as a preventive measure without also correcting negative Stressful working environments is short sighted and may be viewed by some as blaming the victim for the problems of the corporation. Additionally, many personal Stress are not work related and will not be improved through environmental Stress or organizational changes. The NWNL study (1992) determined that two out of three employees felt Stressed by factors outside the workplace. Clearly, an effective Stress reduction program must be broad based enough to deal with a host of Stress related causes and outcomes. In light of the available research, it is unfortunate that so few of the worksite health promotion programs offer more than the occasional seminar on Stress or time management for employees. Many corporations may have enlisted the services of employee assistance programs for the treatment of Stress related disorders, but too often preventive programs are lacking. In examining other aspects of the health promotion program, it is common to see extensive fitness and exercise facilities staffed by well-trained personnel. One is much less likely to see qualified staff and facilities devoted to the prevention of employee Stress. Further empirical research and theoretical exploration needs to be conducted in order to gain a better understanding of the topic A study on this topic will enlighten many of us to get a clear cut idea about the importance and perspectives of Employee Stress in this globalized era.

### **UNIVERSE OF THE STUDY**

The IT Companies in Technopark, Trivandrum is taken as the universe of the study.

### **UNIT OF THE STUDY**

The unit of the study includes Managers and Software Engineers of IT Companies in Technopark, Trivandrum.

### **HYPOTHESIS OF THE STUDY**

- $H_1$ : Better the Stress management higher will be the work life balance



- H<sub>1</sub>: Better the Stress management higher will be the employee satisfaction.
- H<sub>1</sub>: Better the Stress management higher will be the employee morale

## DATA ANALYSIS

### Hypothesis Testing

H<sub>1</sub>: Better the Stress management higher will be the Work Life Balance

**Table No: 1**

Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	42.094(a)	16	.000
Likelihood Ratio	24.864	16	.072
Linear-by-Linear Association	.129	1	.720
N of Valid Cases	50		

a. 22 cells (88.0%) have expected count less than 5. The minimum expected count is .04.

**Interpretation:** Since the calculated value is less than the table value the researcher accepts the hypothesis stating the in case of Technopark better the Stress management higher will be the work life balance. It is clear that if the employees are free from Stress rather we they are able to manage their Stress level then they can maintain proper balance in their personal and professional life.

H<sub>1</sub>: Better the Stress management higher will be the employee morale.

**Table No: 2**

Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34.391(a)	16	.005
Likelihood Ratio	19.262	16	.255
Linear-by-Linear Association	4.828	1	.028
N of Valid Cases	50		

a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .02.



**Interpretation:** The calculated value is less than the table value the researcher accepts the hypothesis that in Technopark that the better the Stress management higher will be employee morale. If the employees are less affected by the Stress factors they will have employee morale which is worth for the organization.

H<sub>1</sub>: Better the Stress management higher will be the employee productivity.

**Table No: 3**

Chi-Square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.277(a)	12	.010
Likelihood Ratio	23.243	12	.026
Linear-by-Linear Association	.496	1	.481
N of Valid Cases	50		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .02.

**Interpretation:** Since the calculated value is less than the table value the researcher accepts the hypothesis that in Technopark better the Stress management higher will be the employee productivity.



**Table No 4 - Individual Stress Calculation**

Sl. No	Male/Female	Age	Designation	Experience	Total score
1	Female	32	Software Er.	10	54
2	Female	48	Software Er.	23	59
3	Female	52	Software Er.	28	63
4	Female	30	Software Er.	6	77
5	Female	51	Software Er.	25	49
6	Male	29	Managers	2	75
7	Male	23	Software Er.	3	67
8	Female	49	Software Er.	25	80
9	Male	30	Managers	2	74
10	Female	24	Software Er.	2	56
11	Female	24	Software Er.	16	59
12	Female	39	Software Er.	12	66
13	Female	49	Software Er.	24	52
14	Male	37	Managers	10	60
15	Female	57	Office Staff	28	64
16	Male	30	Managers	10	75
17	Female	50	Software Er.	25	53
18	Female	52	Software Er.	25	65
19	Female	52	Office Staff	26	76
20	Male	34	Managers	3	65
21	Male	32	Managers	2	74
22	Female	50	Software Er.	25	61
23	Female	51	Software Er.	18	61
24	Female	27	Office Staff	4	63
25	Male	33	Managers	10	75
26	Female	24	Software Er.	4	64
27	Female	51	Software Er.	29	57
28	Male	30	Managers	1	52
29	Female	30	Software Er.	9	60
30	Female	30	Staff Nurse	7	66
31	Female	50	Staff Nurse	30	61
32	Female	45	Staff Nurse	23	52
33	Female	35	Staff Nurse	13	56
34	Male	28	Doctors	6	45
35	Female	49	Staff Nurse	24	66
36	Female	52	Staff Nurse	30	64
37	Female	44	Staff Nurse	23	71
38	Female	27	Software Er	6	52
39	Female	49	Software Er	27	61
40	Female	50	Software Er	25	58
41	Female	31	Software Er	7	66
42	Male	29	Managers	4	66
43	Male	29	Managers	3	83
44	Female	50	Software Er.	26	58
45	Male	29	Managers	7	62
46	Male	29	Manager	3	75
47	Male	40	Managers	22	73
48	Female	48	Software Er	24	55
49	Female	50	Software Er	23	67
50	Male	33	Managers	14	73



**Table No. 5 - Ratings**

Scores	Stress Level
Up to 78	No Stress
79- 156	Mild Stress
157-234	Medium Stress
234 and above	High Stress

**Table No: 6 - Individual Stress based on gender**

	0-50	51-60	61-70	71-80	81above
Female	1	14	15	4	-
Male	1	2	4	8	1

**Inference:** From the table it can infer that about 15 female respondents are having an individual Stress score of 61 to 70, about 14 female respondents are having a Stress score of 51 to 60, about 4 female respondents are having a Stress score of 71 to 80 and only one respondent is having a Stress score below 50.

From the figure the researcher also infer that in male respondents about 8 respondents belongs to 71 to 80 score while 4 of them belongs to 61 to 80. About 2 respondents are having a score of 51 to 60 and 1 respondent is having a score above 81 and one respondent is having a score below 50.

**Interpretation:** From the study researcher found that majority of the respondents in case of female respondents have a score of 61 to 70 where as in case of male respondents it was found that majority have the score of 71 to 80. So the male respondents are inclining to have more Stress.

**Table No: 7 - Individual Stress based on age**

**Female**

	0-50	51-60	61-70	71-80	81above
21-30years	-	4	3	1	-
31-40 years	-	2	2	-	-
41-50 years	-	7	5	2	-
51years&above	1	1	5	1	-



**Table No: 8**

**Male**

	0-50	51-60	61-70	71-80	81above
21-30years	1	1	3	4	1
31-40 years	-	1	2	4	-
41-50 years	-	-	-	-	-
51years&above	-	-	-	-	-

**Interpretation:** The researcher found that female respondents belonging to age group of 41 to 50 are having more score than the other age group. While the doctors in spite of the age difference they are having more or less same scores.

**Table No: 9 - Individual Stress based on experiences**

**Female**

	0-50	51-60	61-70	71-80	81above
0- 10	-	4	4	1	-
11- 20	-	2	2	-	-
21-30	1	8	9	3	1

**Table No: 10**

**Male**

	0-50	51-60	61-70	71-80	81above
0- 10	1	2	4	6	1
11- 20	-	-	-	1	-
21-30	-	-	-	-	-

**Interpretation:** The researcher reveals that when the female respondents are compared with the male respondents it is found that as there is more experience the female respondents are having more Stress score while the male respondents are having high Stress scores even if they are less experienced.

**RESULTS & DISCUSSIONS**

**Findings**

- The study reveals that majority of the respondents finds their work as a source of satisfaction. This shows they are relaxed with their working atmosphere.
- From the study it was found that majority of the respondents don't feel their life calm and predictable. This shows employees are facing with new challenge in their work life.



- The study reveals the fact that, majority of the respondents most of the time feel low energy when they wake up in the morning. This low energy may bring a discomfort with regard to the work they done. The constant reflection of low energy have in a person that may
- The study reveals that, the majority of the respondents enjoy their work place.
- From the study it reveals that, majority of the respondents sometimes felt exhausted or tired even if they get enough sleep at night. This shows that employees are having a mild Stress.
- From the study it was found that, majority of the respondents perform their day to day activities without any prior idea or with proper planning.
- The study reveals the fact that majority of the respondents had the problem of concentrating on the work activity for a long period of time. This may lead to the interpretation that the respondents may have a mild Stress .
- The study reveals that majority of the respondents try to plan their evening for relaxation and as a part of recreation. This may lead to the interpretation that the being almost never they gets time to spent with family.
- The study reveals that, majority of the respondents are not getting enough time to do exercises.
- The study reveals that the respondents have a satisfactory health condition most of the time.
- The study reveals that, majority of the respondents don't consume alcohol.
- From the study it was found that the majority of the respondents don't get time to throw out frustrations at their home.
- The study shows that employees at Technopark are happy with in terms of the monetary benefits they are receiving.
- The study reveals that the majority of the respondents felt that they are getting substantial monetary benefits in order to meet their lively hood.
- The study reveals that the majority of the respondents felt that their family will be with them no matter what happens. This shows that the respondents have a strong moral support from their family which helps them to reduce their pressure.



- The study reveals that the majority of the respondents sometimes feel frustrated or misunderstood with their co-workers as part of formal communication.
- The study reveals that majority of the respondents don't have a major change in the working environment from the last 6 months.
- From the study it was found that the majority of the respondents get adequate time to accomplish both family and work responsibility.
- The study reveals that the majority of the respondents don't get frustrated by their family members.
- The study reveals that the majority of the respondents don't experience a Stressful or disturbing event like incidence of workplace violence, death of an employee, forceful termination, and punishment.
- From the study it is found that majority of the respondents sometimes felt hostile or angry at work. This shows that respondents are mildly stressed out with their work.
- The study reveals that the majority of the respondents are happy with the type of work they do. This shows the dedication of towards their work.
- The study reveals that the majority of the respondents are happy with their supervisor. This will automatically reduce the Stress in their mind.
- The study reveals the fact that the majority of the respondents felt their job as a challenging one and always keeps them in their foot.
- From the study it is revealed that the majority of the respondents sometimes react with anger when they are interrupted at an activity.
- The study reveals that the majority of the respondents maintain a harmonious relation with their co-workers.
- From the study it was revealed as that the majority of the respondents don't found themselves as rude or ruthless to other people in their workplace.
- From the study it is found that the workload of the respondents is occasionally creates stress among them. The workload of the employees can be a factor of Stress in Technopark.
- The study reveals that the majority of the respondents feels that lack of support from the administration is occasionally makes them Stressful. A minority of respondents says that the lack of support from the administration is extremely Stressful.



- The study reveals that the not having enough staff is occasional and frequently creates Stress among the employees. The respondents found this as a Stress factor.
- The study reveals that the unfamiliarity with equipment is not a Stress factor to the respondents. It reveals that most of the employees in Technopark are aware about the equipments used in the institution.
- The study reveals that the majority of the respondents see violent clients as a Stress factor. They respond that the violent patients are occasionally Stressful to them.
- The study reveals that respondent had the opinion that lack of time is a Stress factor in Technopark. The majority of the respondent says that lack of time is occasionally creates Stress to them.
- The study reveals that lack of adequate information about the clients is considered to be factor causing Stress in Technopark.
- The study reveals that the insulting employees are not considered to be a Stress factor in Technopark. The study found out that the employees in Technopark never had a problem with abusive clients.
- The study reveals that, taking decisions is considered to be a Stress factor in Technopark. The study says that the decision making process is occasionally creates Stress among the respondents.
- From the study it is found that client's satisfaction is a factor which causes Stress in Technopark. The study reveals that the majority of the respondents had the opinion that the client's satisfaction level is sporadically Stressful and a minority says that it is frequently Stressful.
- From the study it reveals that in Technopark insufficient resources is considered as a Stress factor. It is found that lack of sufficient resources are intermittently creates Stress to the respondents.
- From the study it is revealed that by the superior is a Stress factor. It occasionally creates Stress for the respondents. Another minority if the respondents felt it never Stressful.
- According to the study floating of unit, i.e., not in the fixed position but moving around is not a Stress factor to the respondents in Technopark.



- The study revealed that the work schedule structured by Technopark is in such a way that it will give Stress to the employees. It is found out that the work schedule is always Stressful to the workers.
- The study reveals that the absence of supportive staff in emergency situation is a Stressful factor. The study found out that the absence of Sr. Software Engineers and supportive staff leads to occasional Stress to the respondents.
- The study reveals that the lack of proper information about the projects is a Stress factor in Technopark. The study found out that the absence of proper information about physician is occasional Stress to the respondents.
- The study reveals that majority of the respondents say that they are not stressed out with their family. A minority of the respondent says that family is occasionally Stressful to them.
- The study reveals that ethical problem is not a Stress factor. A minority of the respondents says that occasionally ethical factor is Stressful.
- The study reveals that the majority of the respondents say that they are not Stressful with the fact that they don't like the organization. A minority of the respondent says that they are occasionally Stressful with lack of interest in the organization.

## **SUGGESTIONS**

- ☞ The employees should provide with job rotation at least once in every year especially to the nurses. The employees will be under pressure if the job requirements and employee skills do not much. So, before allotting a person to any specific task, Technopark should try to match the skills of the employee with the job requirements.
- ☞ The employees should provide with adequate recreation facility within the premises of the company. It is well known fact that recreational activities such as – music, dramatics etc help people to de- Stress and recharge themselves. The sub group can be formed like IQ groups, classical music groups, self development forum and stupid groups.
- ☞ The opportunity to practice yoga and meditation within the premises of Technopark. It is clinically proved that by practicing meditation and yoga, an individual can unload Stress. Meditation helps an individual to improve concentration. Further yoga also got clams both Stress and physical systems of human body.



- ☞ The organization can provide with a full furnished fitness center to the employees because due to the heavy work load they are not getting enough time to do exercises. Physical exercise not only promotes overall fitness, but it helps you to manage emotional Stress and tension as well. For one thing, exercise can emotionally remove one temporarily from a Stressful environment or situation. Being fit and healthy also increases your ability to deal with Stress as it arises.
- ☞ The Technopark should empower its employees and involves them in the decision making process. The organization should empower its employees and involve them in the decision making process to remove the feeling of helplessness. This feeling is one of the reasons for employee frustration, leading to psychological Stress.
- ☞ The Technopark companies should provide adequate breaks to the staffs so that the employees can concentrate on their work activities for a longer period of time.
- ☞ The Companies in Technopark should provide adequate leave facilities. It is clinically proved that taking a break from work for few days recharges the body enabling employee performance. It also provides necessary work-life balance in the employee's life.
- ☞ The organization should follow a proper time management system. The good time-management skills are critical for effective Stress control. In particular, learning to prioritize tasks and avoid over-commitment are critical measures to make sure that employees are not overscheduled.
- ☞ The employees may give requisite training to employees to prevent anxiety and ambiguity with their job.
- ☞ The organization may organize family get together once in every year. This will help them to increase their work life balance.
- ☞ The Technopark companies may provide facility for the staff for getting cabinet meeting to increase their employer employee relation and thereby reduce their disputes.

## **CONCLUSION**

Mind is the master sense of human beings .Its fitness and efficiency is highly important in rating the performance of a person. Heart is the centre for the functioning of the complete body. There should be proper balance between mind and heart. Our mind and heart must



be kept in proper form by handling negative feelings, emotions and strain. This can lead to Stress free living. Stress involves circumstances and experiments that are perceived as threatening. Stress is a common, every day event, and even seemingly minor Stressors or hassles can be problematic. To a large degree, Stress lies in the eye of the beholder. Whether one feels threatened by events depend on how one appraises them. In Technopark the project was done to find out the present situation regarding employee Stress and the various factors that affect the causes of employee Stress. It also looks into the factor which helps to overcome the Stress. From the study it was found that software engineers are more stressed out than managers. From the study it also finds out that better the Stress management better will be the work life balance of the employees. Stress events help to satisfy our needs for stimulation and challenge. Stress frequently promotes personal growth or self-improvement. Stressful events sometimes force us to develop new skills, learn new insights, and acquire new strengths. In other words, the adaptation process initiated by Stress may lead to personal changes that are changes for the better. Confronting and conquering a Stressful challenge may lead to improvements in specific coping abilities and to and to enhanced self-esteem. In sight of the negative effects that Stress can have, improved Stress tolerance is a desirable goal.

#### **REFERENCES:**

1. Aswathappa, K (2005), Human Resource Management & Personal Management, Delhi: Tata Mc Graw Hill
2. Chabbra, T.N (2004) , Human Resource Management, New Delhi: Himalaya Publishing House.
3. Chaudhari, K.K (1998), Personnel Management for Executives, New Delhi: Himalaya Publishing House.
4. Reddy Jayaprakash R. (2004) , Research Methodology,APH Publishing Corporation .
5. Uma Sekharan(2003),Research Methods for Business, John Wiley & Sons, Inc.
6. Lewis/Heckman, 2006, Talent Management: A Critical Review, in: Human Resource Management Review.
7. Mamoria, C.B (1984), Personnel management, Himalaya Publishing, New Delhi.
8. Monappa, Arun & S. Saiyadin Mirza (1996), Personnel Management, Tata Mc Graw-Hill Publishing, New Delhi
9. Pattanayak (2010), human Resource Management, Third Edition; PHI Learning Private Ltd, New Delhi.
10. Robbins. S.P (2003) Organizational Behaviour, PHI Learning Private Ltd, New Delhi.