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An Empirical Study on Employee Job Satisfaction through Training (with Reference to ITC LTD. , Chirala and Anaparti Divisions, Andhra Pradesh, India)

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Abstract:

This study is undertaken EMPLOYEE TRAINING AND JOB SATISFACTION THROUGH MOTIVATION OF ITC-TLTD, Chirala, Anaparti divisions. The study has been conducted by adopting survey method among the employee in ITC-ILTD, with the help of questionnaire. The sample of size 560 respondents from the company was chosen for the study. The scope of the study consist of the importance of the employee training and Job satisfaction is to find out among the employees. The objective tells about the necessity of the study. The research methodology consists of research design, sample size, a sample technique, the research article is based on descriptive research, exploratory research, and sampling is used for data collection. The study provides some meaningful findings based on the analysis of the collected data. The suggestions were given which may help the company to improve employee job satisfaction.

Keywords: Training, Job Satisfaction, ITC, ILTD

1. Introduction

The term job satisfaction figures prominently in any discussions on management of human resources. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self satisfaction, happiness or self-contentment, but the satisfaction on the job.

Job satisfaction is an individual's feeling regarding his or her work. It can be influenced by a multitude of factors. The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal, the end state is feeling accompanying the attainment by an impulse of its objective. The term Job satisfaction was brought to limelight by Hoppock (1935). Hoppock describes job satisfaction as, "any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job."

Job satisfaction has many dimensions. Commonly noted facets are satisfied with the work itself, wages, and recognition, rapport with supervisors and coworkers, and chance for advancement. Each dimension contributes to an individual's overall feeling of satisfaction with the job itself, but different people define the "job" differently.

2. Definition

If any organization concerned about employee job satisfaction, management may conduct surveys to determine what type of strategies to implement. This approach helps management define job satisfaction objectively.

3. Important factors

Typically five factors can be used to measure and influence job satisfaction.

- Pay or total compensation
- The work itself (i.e. job specifics such as projects and responsibilities)
- Promotion opportunities (i.e. expanded responsibilities, more prestigious title)
- Relationship with supervisor
- Interaction and work relationship with coworkers

S.no	Opinion of the respondents	ITC_ILTD Chirala Division		ITC_ILTD Anaparti Division	
		No of respondents	Percent	No of respondents	Percent
1	Highly satisfied	50	16.1	46	18.4
2	Satisfied	72	23.2	62	24.8
3	Neutral	88	28.4	55	22.0
4	Dissatisfied	78	25.2	62	24.8
5	Highly dissatisfied	22	7.1	25	10.0
	Total	310	100	250	100

Chi-Sq = 4.168, P-Value = 0.384

Table 1: Training gave appropriate recognition for good contribution Source: field study
Source: field study

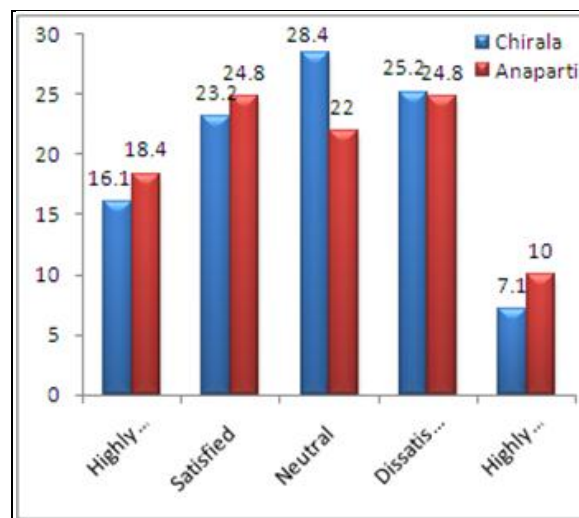


Figure 1: Training gave appropriate recognition for good contribution
Source: field study

Appropriate recognition refers rewards/awards should be received by the employees while performing well. The above table presents that about “training gave appropriate recognition for contribution”. An observation is made with the help of opinions elicited from the sample respondents of two selected units. Majority of the sample respondents stated positive to the statement training gave appropriate recognition for contribution. It is apparent from the table that it is found that about 25.2 percent of the chirala division respondents as compared to 24.8 percent of anaparti division respondents who stated that they dissatisfied to the view point. Conversely that 10.0 percent of anaparti division respondents against 7.1 percent of chirala division respondents who stated that they highly dissatisfied to the above view statement or point.

Against the above tendency that 24.8 percent of anaparti division against 23.2 percent of chirala division respondents satisfied, where as 18.4 percent of anaparti division respondents against 16.1 percent of chirala division respondents stated that they highly satisfied.

It can be concluded from above analysis that majority of respondents have satisfied in two units to the view point. That training gave appropriate recognition for contribution as compared to respondents who dissatisfied and highly dissatisfied.

3.1. Statistical Analysis

The above chi-square value and its corresponding significant P-value(0.384) reveals that division has no impact on receiving appropriate recognition for their contribution at 5% level of significance. From the table it is conclude that Majority of the respondents from Anaparthi division are satisfied when compared with Chirala division but the difference is not statistically significant.

S.no	Opinion of the respondents	ITC_ILTD Chirala Division		ITC_ILTD Anaparti Division	
		No of respondents	Percent	No of respondents	Percent
1	Highly satisfied	107	34.5	77	30.8
2	Satisfied	101	32.6	53	21.2
3	Neutral	33	10.6	32	12.8
4	Dissatisfied	44	14.2	55	22.0
5	Highly dissatisfied	25	8.1	33	13.2
	Total	310	100	250	100

Chi-Sq = 15.948, P-Value = 0.003

Table 2: Work culture gives you a sense of personal accomplishment

Source: field study

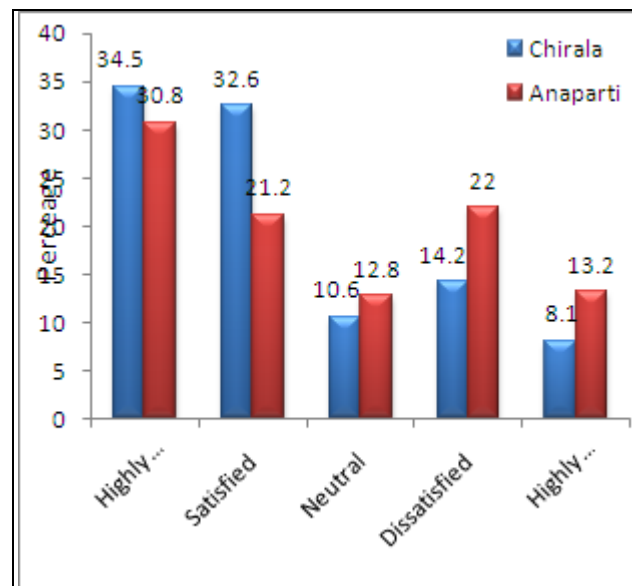


Figure 2: Importance of training on satisfaction that work gives you a sense of personal accomplishment

Source: field study

Motivation is goal directed. A goal is specific result that the individual wants to achieve. As employees goals are often driving focuses and accomplishing these goals can significantly reduce needs. Motivating employees is also more challenging at a time when firm have dramatically changed the jobs that employees perform, reduced layers of hierarchy, and jettisoned large number of employees in the mare of right-sizing or down-sizing. These actions have considerably damaged the levels of trust and commitment necessary for employees to put in efforts about minimum requirements.

The above table presents that work gives you a sense of personal accomplishment. An observation is made with the help of opinions elicited from the sample respondents of two selected units. It is apparent from the table that majority of the sample respondents in two units have endorsed a positive note on the statement. It is found that 34.5 percent of chirala division respondents against 30.8 percent of anaparti division respondents stated that they highly satisfied to the view point work gives you a sense of personal accomplishment. Followed by 32.6 percent of chirala division respondents against 21.2 percent of anaparti division respondents who stated that they satisfied to the above same view point.

However, against the above tendency 22.0 percent of anaparti division respondents against 14.2 percent of chirala division respondents dissatisfied to the same view point where as a meager 13.2 percent of anaparti division as compared to 8.1 percent of chirala division respondents stated highly dissatisfied.

It can be concluded from the above analysis that the extent of satisfaction is more regarding work gives a sense of personal accomplishment as compared to dissatisfied and highly dissatisfied.

3.2. Statistical Analysis

With regard to the statement “whether the work gives a sense of personal accomplishment”, the both division respondents are does not opined in a similar passion, the chi-square value also shows that there is significant impact on this aspect at 5% level.

S.no	Opinion of the respondents	ITC_ILTD Chirala Division		ITC_ILTD Anaparti Division	
		No of respondents	Percent	No of respondents	Percent
1	Highly satisfied	62	20.0	51	20.4
2	Satisfied	81	26.1	52	20.8
3	Neutral	41	13.2	50	20.0
4	Dissatisfied	80	25.8	61	24.4
5	Highly dissatisfied	46	14.9	36	14.4
	Total	310	100	250	100

Chi-Sq = 5.701, P-Value = 0.223

Table 3: Training gave satisfaction with direct supervisor
Source: field study

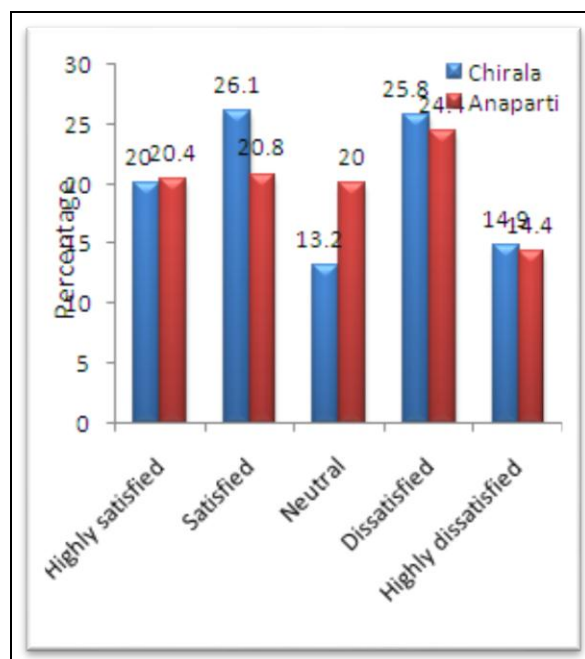


Figure 3: Training gave satisfaction with direct supervisor
Source: field study

Building a good relationship with an employee is the best way to close the employee's productivity gap. It also promotes own personal effectiveness and productivity of a manager because when the manager take the time to develop these relationships and guide employees in their work that are better able to produce more quality work through their efforts with less need for the manager to perform these tasks so that the manager can focus on broader managerial goals.

The above table presents about the statement training gave satisfaction with direct supervisor. An observation is made with the help of opinions elicited from the sample respondents of two selected units. It is apparent from the table that majority of the respondents in two units have endorsed a positive note on the statement. It is found that 26.1 percent of chirala division respondents against 20.8 percent of anaparti division respondents stated that they satisfied to the view point, training gave satisfaction with direct supervisor and conversely 20.4 percent of anaparti division respondents against 20.0 percent of chirala division respondents stated that they highly satisfied to the above view point.

However against the above tendency it is dissatisfied that about 25.8 percent of chirala division respondents as compared to 24.4 percent of anaparti division respondents dissatisfied to the statement. Whereas a meager 14.9 percent of chirala division respondents against 14.4 percent of anaparti division respondents stated that they highly dissatisfied to the above view point.

It can be concluded from the analysis that satisfaction over training gave satisfaction with direct supervisor is more with respondents of anaparti division as compared to chirala division and the disagreeableness sounds well with chirala division.

3.3. Statistical Analysis

The above table reveals that Anaparthi division respondents are little over positive than the chirala division but the difference is not statistically significant as per the insignificant P-value of chi-square at 5% level.

S.no	Opinion of respondents	ITC_ILTD Chirala Division		ITC_ILTD Anaparti Division	
		No of respondents	Percent	No of respondents	Percent
1	Highly satisfied	56	18.1	69	27.6
2	Satisfied	73	23.5	46	18.4
3	Neutral	43	13.9	34	13.6
4	Dissatisfied	66	21.3	52	20.8
5	Highly dissatisfied	72	23.2	49	19.6
	Total	310	100	250	100

Chi-Sq = 10.541, P-Value = 0.032

Table 4: Training gave satisfaction with your overall job security
Source: field study

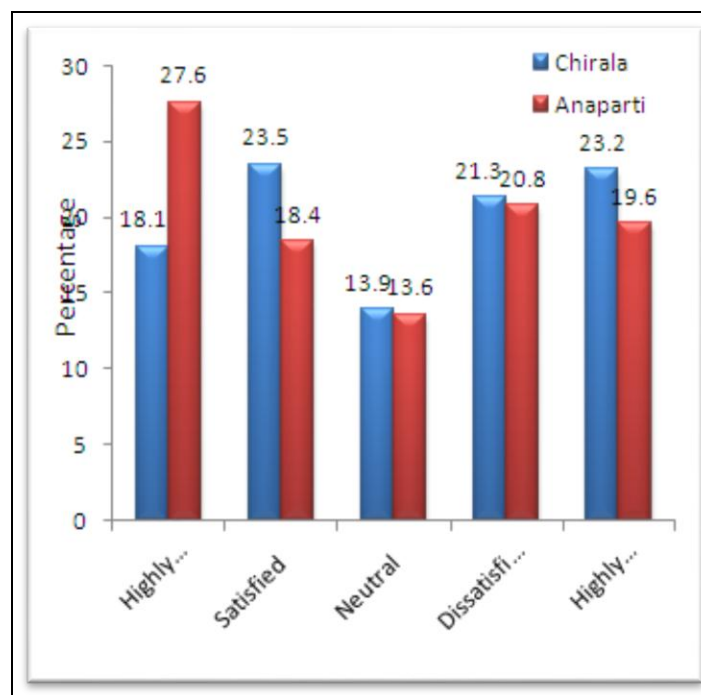


Figure 4: Training gave satisfaction with your overall job security
Source: field study

Job security usually arises from the terms of the contract of employment, collective bargaining agreement, or labor legislation that prevents arbitrary termination, layoffs, and lockouts. It may also be affected by general economic conditions

Table 4.5 is a canvas of employee's reflections regarding the statement that the training gave satisfaction with overall job security. It is interesting to observe from the data that the opinion elicited by the respondents are difference of opinion in two selected units. It is evident that 27.6 percent of anaparti division respondents against 18.1 percent of chirala division respondents stated that they highly satisfied to the view point. Conversely 23.5 percent of chirala division respondents against 18.4 percent of anaparti division respondents who stated that satisfied to the above view point.

Against the above tendency 23.2 percent of chirala division respondents against 19.6 percent of anaparti division respondents highly dissatisfied to the same view point, where as a meager 21.3 percent of chirala division respondents against 20.8 percent of anaparti division respondents stated dissatisfied. It can be concluded from the above analysis that the extent of dissatisfaction is more in chirala division where compared to anaparti division regarding statement training gave satisfaction with your overall job security as compared to who dissatisfied and highly dissatisfied.

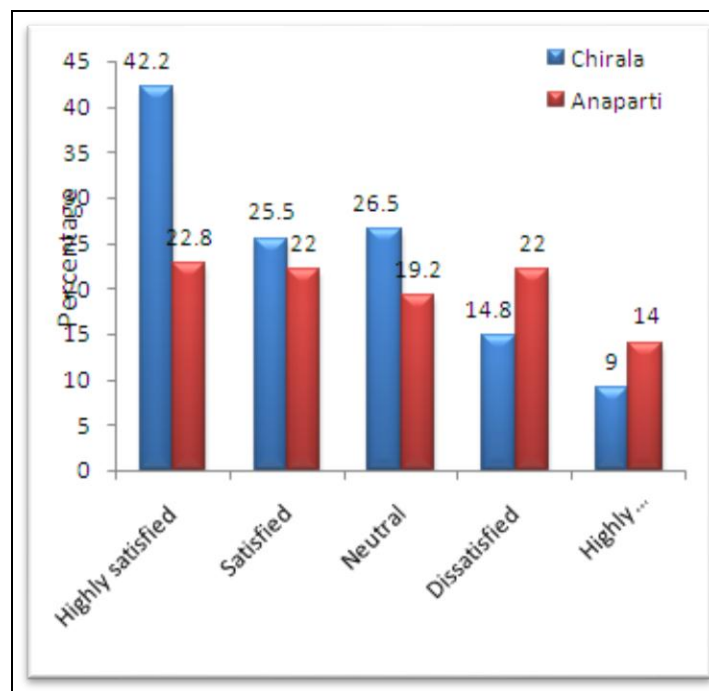
3.4. Statistical Analysis

The opinion of the respondents on overall security for both the divisions statistically significant at 5% level as per the significant p-value (0.032) of Chi-square test.

S.no	Opinion of the respondents	ITC_ILTD Chirala Division		ITC_ILTD Anaparti Division	
		No of respondents	Percent	No of respondents	Percent
1	Highly satisfied	75	24.2	57	22.8
2	Satisfied	79	25.5	55	22.0
3	Neutral	82	26.5	48	19.2
4	Dissatisfied	46	14.8	55	22.0
5	Highly dissatisfied	28	9.0	35	14.0
	Total	310	100	250	100

Chi-Sq = 10.922, P-Value = 0.027

*Table 5: Training enables you with your manager how satisfied of the sample respondents to identify your strength and development areas
Source: field study*



*Figure 5: Training enable you with your manager how satisfied of the sample respondents to identify your strength and development areas
Source: field study*

Honoring and awarding employee performance and behaviour is an important part of HRD climate. Appropriate honors and awards not only recognize and motivate employees, but also communicate the organization's values to the employees. In HRD systems, innovations and use of capabilities are awarded in order to encourage the acquisition of positive attitude and skills.

The above table shows identify your strengths and developmental areas by your manager. An observation is made with the help of opinions elicited from the sample respondents of two selected units. It is satisfying to observe from the data that about 25.5 percent of chirala division respondents against 22.0 percent of anaparti division respondents stated that they satisfied to the view point identify strengths and developments. Followed by 24.2 percent of chirala division respondents against 22.8 percent of anaparti division respondents who stated that a highly satisfied to the above view point.

Against the above tendency 22.0 percent of anaparti division respondents against 14.8 percent of chirala division respondents dissatisfied to the same view point. where as a meager 14.0 percent of anaparti division respondents stated highly dissatisfied against 9.0 percent of chirala division respondents stated highly dissatisfied.

It can be concluded from the above analysis that the extent of satisfaction is more regarding importance of training enable you with your manager how satisfied, to identify your strengths and developmental areas as compared to dissatisfied and highly dissatisfied

3.5. Statistical Analysis

The statement "With your manager to identify your strength and development areas" and the division is dependent as per the significant P-value(0.027) of the chi-square test at 5% level. i.e., the respondents who opined from both the divisions are significantly differing.

S.no	Opinion of the respondents	ITC_ILTD Chirala Division		ITC_ILTD Anaparti Division	
		No of respondents	Percent	No of respondent	Percent
1	Highly satisfied	69	22.3	65	26.0
2	Satisfied	99	31.9	42	16.8
3	Neutral	33	10.6	38	15.2
4	Dissatisfied	59	19.0	54	21.6
5	Highly dissatisfied	50	16.2	51	20.4
	Total	310	100	250	100

Chi-Sq = 17.518, P-Value = 0.002

Table 6: Quality of training and development in organization in place

Source: field study

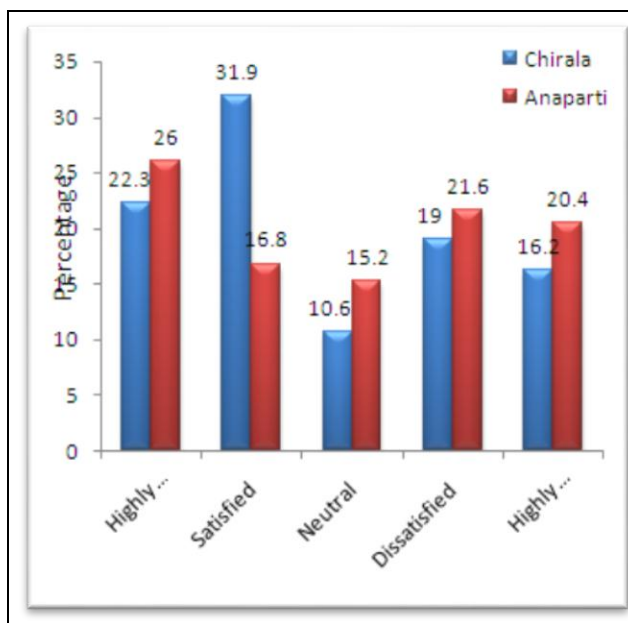


Figure 6: Quality of training and development in organization in place

Source: field study

Organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill. Process of improving and increasing capabilities of staff through access to education and training opportunities in the workplace.

Table 4.9 shows quality of training and development in organization. An observation is made from the above data. It is satisfying to observe from the data that about 31.9 percent of chirala division respondents against 16.8 percent of anaparti division respondents stated that they satisfied to the view point quality of training and development in organization in place. Conversely 26.0 percent of anaparti division respondents against 22.3 percent of chirala division respondents who stated that a highly satisfied to the above view point.

Against the above tendency 21.6 percent of anaparti division respondents against 19.0 percent of chiral division respondents dissatisfied to the same view point. Whereas a meager 20.4 percent of anaparti division respondents stated highly dissatisfied against 16.2 percent of chirala division respondents stated highly dissatisfied.

It can be concluded from the above analysis that the extent of satisfaction is more regarding quality of training and development receives as compared to dissatisfied and highly dissatisfied.

3.6. Statistical Analysis

More that 40% of the respondents from both the divisions are satisfied with the quality of training and development they are receiving and the difference in the opinion is significant, since the p-value (0.002) of chi-square test is less than 0.05, the level of significance.

S.no	Opinion of the respondents	ITC_ILTD Chirala Division		ITC_ILTD Anaparti Division	
		No of respondents	percent	No of respondents	Percent
1	Not at all true	26	8.4	30	12.0
2	A little true	43	13.9	53	21.2
3	Somewhat true	107	34.5	84	33.6
4	True to great extent	117	37.7	72	28.8
5	Very true	17	5.5	11	4.4
	Total	310	100	250	100

Chi-Sq = 9.781, P-Value = 0.04

Table 7: Training is an adequate importance in the organization

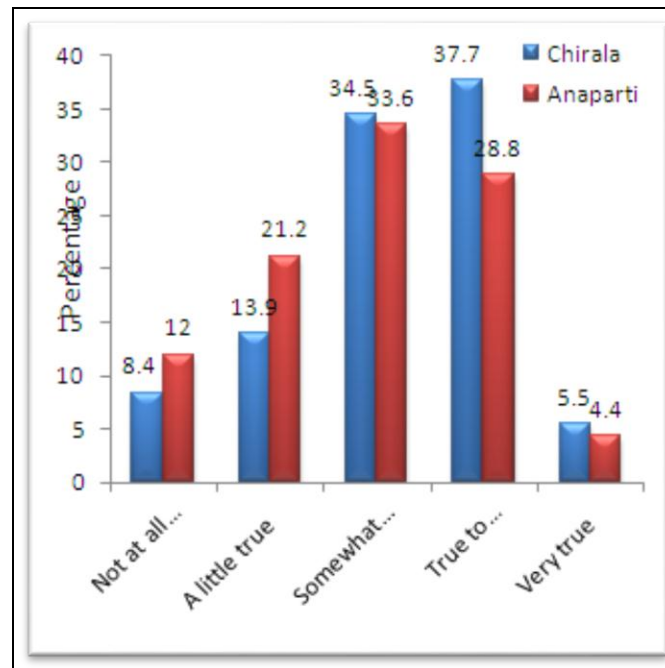


Figure 7: Training is an adequate importance in the organization

Source: field study

Training empowers the new recruits to the various business divisions, functional departments and work centers. Training is very important for a new recruit to find out where his interest and aptitude would fit in time with goals of the organization, particularly those recruits who have had no previous experiences at all.

The above table presents the employee reflections regarding the statement training gave adequate importance to the organization. It is interesting to observe from the data that the opinion given by the respondents reveal that the extent of employee satisfaction in this regard is greater than dissatisfaction. It is evident from the fact that 37.7 percent of chirala division respondents against 28.8 percent of anaparti division respondents stated that they true to great extent to the view point training adequate importance to the organization. Followed by 5.5 percent of chirala division respondents against 4.4 percent of anaparti division respondents who stated that a very true to the above view point.

Against the above tendency 21.2 percent of anaparti division respondents against 13.9 percent of chirala division respondents who stated a little true to the same view point. Whereas a meager 12.0 percent of anaparti division respondents stated not at all true against 8.4 percent of chirala division respondents stated also not at all true. It can be concluded from the above analysis that the extent of true to great extent is more regarding that the training gives adequate importance to the organization as compared to a little true and not at all true.

3.7. Statistical Analysis

With regard to the statement “training is given adequate importance in the organization”, the respondents from both the divisions are not opined similarly and majority of the respondents are in a position that the division are giving a somewhat true importance to the training.

S.no	Opinion of the respondents	ITC_ILTD Chirala Division		ITC_ILTD Anaparti Division	
		No of respondents	Percent	No of respondents	Percent
1	Not at all true	50	16.1	56	22.4
2	A little true	38	12.3	36	14.4
3	Somewhat true	62	20.0	65	26.0
4	True to great extent	109	35.2	64	25.6
5	Very true	51	16.4	29	11.6
	Total	310	100	250	100

Chi-Sq = 11.928, P-Value = 0.018

Table 8: New recruits found training was a very useful in this organization
Source: field study

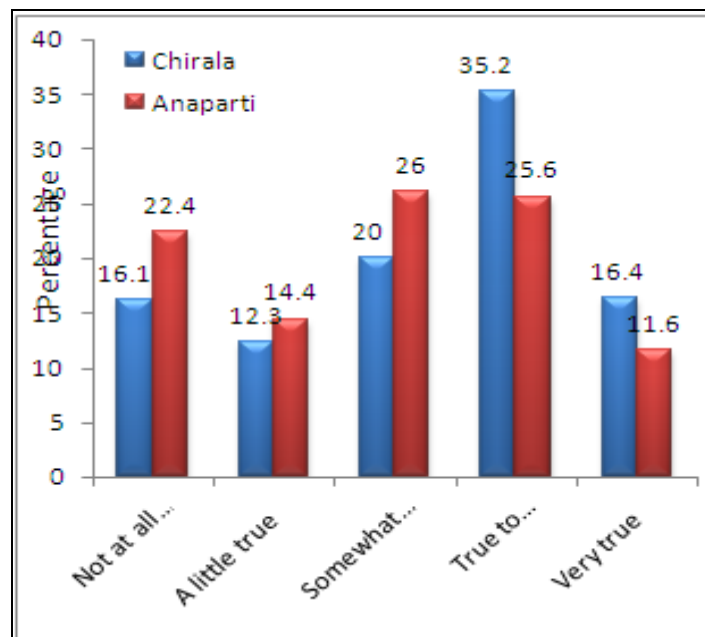


Figure 8: New recruits found training was a very useful in this organization
Source: field study

Usefulness of training in terms of ethics and values: A good orientation programme will have to create an ethical and value base and a favourable impression about the organization and its work. Just as a favourable first impression of an individual helps to form a good relationship, so a good initial impression of company, co-workers, or supervisor can help a new employee adjust better.

The above table presents the employee reflections regarding new recruits find training very useful in this company. It interesting to observe from the data that the opinion given by the respondents it is reveal that the extent of employee satisfaction is greater than dissatisfaction. It is evident from the fact that 35.2 percent of chirala division respondents against 25.6 percent of anaparti division respondents stated that it is true to great extent to the view point. Followed by 16.4 percent of chirala division respondents against 11.6 percent of anaparti division respondents who stated that it is very true to the above view point.

Against the above tendency 22.4 percent of anaparti division respondents against 16.1 percent of chirala division respondents who stated not at all true to the same view point. Whereas a meagre 14.4 percent of anaparti division respondents stated a little true against 12.3 percent of chirala division respondents stated a little true.

It can be concluded from the above analysis that the extent of true to great extent is more regarding that the new recruits find the training very useful as compared to a little true and not at all true.

3.8. Statistical Analysis

For the statement “New recruits find training very useful in this organization”, both the divisions respondents opined significantly differ as per the p-value(0.018) reveals the same.

S.no	Opinion of respondents	ITC_ILTD Chirala Division		ITC_ILTD Anaparti Division	
		No of respondents	Percent	No of respondents	Percent
1	Not at all true	29	9.4	26	10.4
2	A little true	38	12.3	54	21.6
3	Somewhat true	56	18.1	56	22.4
4	True to great extent	96	30.9	64	25.6
5	Very true	91	29.3	50	20.0
	Total	310	100	250	100

Chi-Sq = 15.012, P-Value = 0.005

Table 9: Training programmes are handled by competent faculty
Source: field study

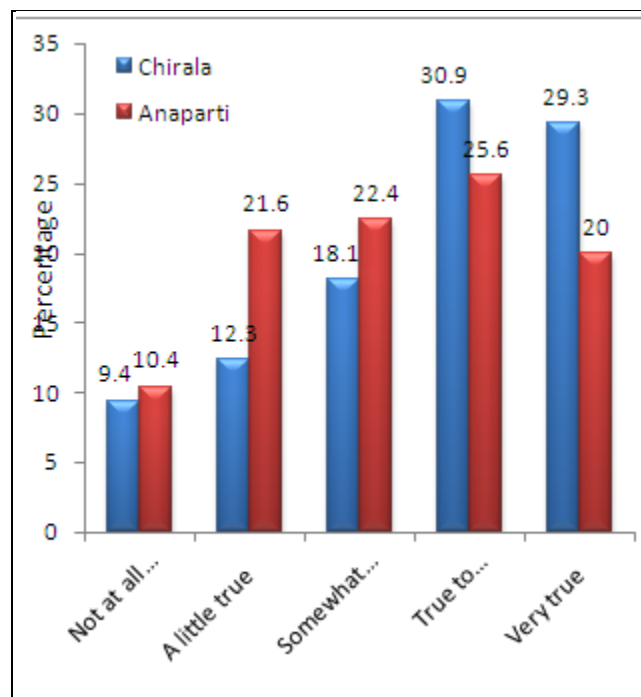


Figure 9: Internal training programmes are handled by competent faculty
Source: field study

It is very common in corporate sector, since training is the act of enhancing the knowledge and skills of an employee for performing the particular job more effectively and its main objective is to achieve change in the behaviour of the trainees. In order to achieve this objective, organization recruits more competent faculty. Most of the companies today have embarked upon strength of their HRD department to organize different training programmes.

The above table presents training programmes are handled by the competent faculty. An observation is made with the help of opinions elicited from the sample respondents of two selected units. It is apparent from the table that majority of the respondents in two units have endorsed a positive note on the statement. However, in between the units the response is mixed. It is found that 30.9 percent of chirala division respondents against 25.6 percent of anaparti division respondents stated that it is true to great extent to the view point. Followed by 29.3 percent of chirala division respondents against 20.0 percent of anaparti division respondents who stated that very true to the above view point.

Against the above tendency 21.6 percent of anaparti division respondents against 12.3 percent of chirala division respondents who stated a little true to the same view point. Whereas a meager 10.4 percent of anaparti division respondents against 9.4 percent of chirala division respondents stated not at all true. It can be concluded from the above analysis that the extent of true to great extent is more regarding that the internal training programs are handled by competent faculty as compared to a little true and not at all true.

3.9. Statistical Analysis

The opinion of the respondents from both the divisions are not unanimous as per the significant P-value(0.005) of the chi-square at 5% level of significance.

S.no	Opinion of the respondents	ITC_ILTD Chirala Division		ITC_ILTD Anaparti Division	
		No of respondents	Percent	No of respondents	Percent
1	Not at all true	44	14.2	15	6.0
2	A little true	27	8.7	51	20.4
3	Somewhat true	36	11.6	32	12.8
4	True to great extent	113	36.5	42	16.8
5	Very true	90	29.0	110	44.0
	Total	310	100	250	100

Chi-Sq = 50.548, P-Value = 0.000

Table 10: Seniors were eager to develop their juniors through training.

Source: field study

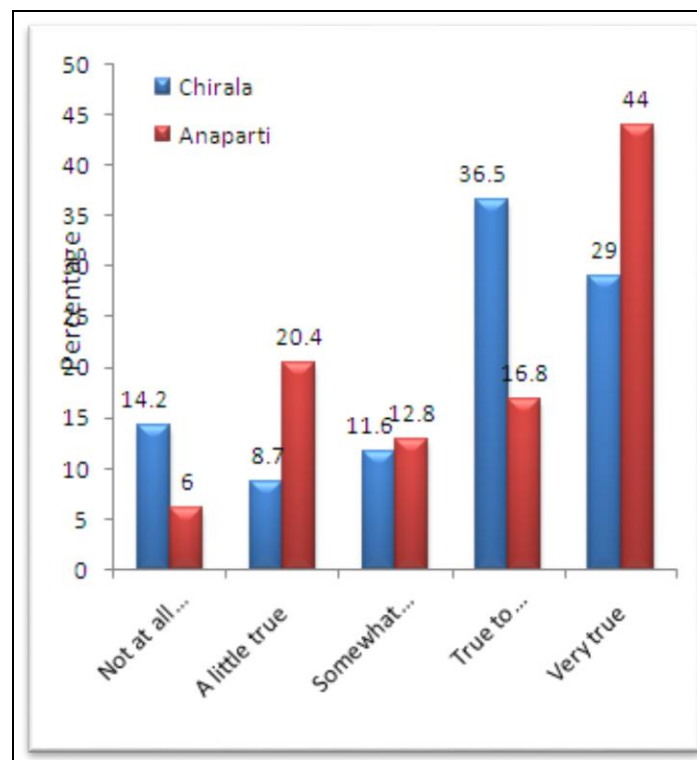


Figure 10: Seniors are eager to help their juniors develop through training

Source: field study

Senior staff in organizations are expressed to leads and direct employee's at work towards the organizational objectives. Senior staff stands in between the employees on the one hand and top management on the other hand.

The above table presents seniors are eager to develop their juniors develop through training. An observation is made with the help of opinions elicited from the sample respondents of two selected units. It is apparent from the table that majority of the respondents in two units have endorsed a positive note on the statement. However, in between the units the response is mixed. It is found that 44.0 percent of anaparti division respondents against 29.0 percent of chirala division respondents stated that it is very true to the view point. Conversely 36.5 percent of chirala division respondents against 16.8 percent of anaparti division respondents who stated that true to great extent to the above view point.

Against the above tendency 20.4 percent of anaparti division respondents against 8.7 percent of chirala division respondents who stated a little true to the same view point. Whereas a meagre 14.2 percent of chirala division respondents against 6.0 percent of anaparti division respondents stated not at all true. It can be concluded from the above analysis that the extent of true to great extent is more regarding that the seniors are eager to help their juniors develop through training as compared to a little true and not at all true.

3.10. Statistical Analysis

With regard to the statement "Seniors are eager to help their juniors develop through training", the chirala division respondents are more sanguine than the Anaparti division and the difference in the opinion in this aspect is statistically significant since the p-value of chi-square is less than 0.05, the level of significance.

4. Conclusion

This research has to attempt to find out the extend of employee satisfaction received by the employees ITC-ILTD, both divisions and present study also analyzing the output of quality of work life. From this study it has be understood that majority of the respondent are satisfied with the pursuing employee satisfaction .The study has given a great expenses and firsthand knowledge about the organization by adopting the suggestion the company can improve the satisfaction of employees. In this article discrused about the Training gave appropriate recognition for contribution, Works gives you a sense of personal accomplishment, Training gave satisfaction with direct supervisor, Training gave satisfaction with your overall job security, Training enables you with your manager how satisfied of the sample respondents to identify your strength and development areas, Quality of training and development in organization in place, Training is an adequate importance to the organization, New recruits find training is a very useful in this organization, Training programmes are handled by competent faculty, Seniors were eager to develop their juniors through training. And applied statistical tools for the all tables and analysed all tables.

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