

**Effect of Performance Appraisal Techniques on Job Satisfaction**

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**Introduction**

Performance appraisal is the process of assessing the performance and progress of an employee or group of employees on a given job and his potential for future development. It is the systematic, periodic and an impartial rating of an employee's excellence in matters pertaining to his present job and his potential for a better job. Its aim is not simply to decide salary increments but to develop a rational basis for personnel decisions .it is a method by which the job performance of an employee is evaluated. Performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations. A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives.

“It is formal, structured system of measuring, evaluating job related behaviors and outcomes to discover reasons of performance and how to perform effectively in future so that employee, organization and society all benefits.”

Performance Appraisals is the assessment of individual's performance in a systematic way. It is a developmental tool used for all round development of the employee and the organization. The performance is measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility and health. Assessment should be confined to past as well as potential performance also. The second definition is more focused on behaviors as a part of assessment because behaviors do affect job results.

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Performance management systems are employed “to manage and align” all of an organization's resources in order to achieve highest possible performance. “How performance is managed in an organization determines to a large extent the success or failure of the organization. Therefore, improving pa for everyone should be among the highest priorities of contemporary” organizations. Some applications of performance appraisal are compensation, performance improvement, promotions, termination, test validation, and more while there are many potential benefits of pa, there are also some potential drawbacks. For example, performance appraisal can help facilitate management-employee communication; however, performance appraisal may result in legal issues if not executed appropriately, as many employees tend to be unsatisfied with the pa process. Pas created in and determined as useful in the United States are not necessarily able to be transferable cross-culturally. A central reason for the utilization of performance appraisals is performance improvement (“initially at the level of the individual employee, and ultimately at the level of the organization”).other fundamental reasons include “as a basis for employment decisions (e.g. Promotions, terminations, transfers), as criteria in research (e.g. Test validation), to aid with communication (e.g.

Allowing employees to know how they are doing and organizational expectations), to establish personal objectives for training” programs, for transmission of objective feedback for personal development, “as a means of documentation to aid in keeping track of decisions and legal requirements” and in wage and salary administration .additionally, pas can aid in the formulation of job criteria and selection of individuals “who are best suited to perform the required organizational tasks”. A performance appraisal can be part of guiding and monitoring employee career development. Performance appraisals can also be used to aid in work motivation through the use of reward systems. There are a number of potential benefits of organizational performance management conducting formal performance appraisals (pas). There has been a general consensus in the belief that pas lead to positive implications of organizations. Furthermore, pas can benefit an organization’s effectiveness. One way is pas can often lead to giving individual workers feedback about their job performance. From this may spawn several potential benefits such as the individual workers becoming more productive. Despite all the potential advantages of formal performance appraisals (pas), there are also potential drawbacks. It has been noted that determining the relationship between individual job performance and organizational performance can be a difficult task. Generally, there are two overarching problems from which several complications spawn. One of the problems with formal pas is there can be detrimental effects to the organization(s) involved if the appraisals are not used appropriately. The second problem with formal pas is they can be ineffective if the performance appraisal system does not correspond with the organizational culture and system. Although performance appraisals can be so easily biased, there are certain steps that can be taken to improve the evaluations and reduce the margin of errors through training, feedback to raters and subordinate participation. Not everyone is in favor of formal performance appraisal systems. Many employees, especially those most affected by such ratings are not very enthusiastic about them. There are many critics of these appraisals including labor unions and managers. .performance appraisal is often included in performance management systems. Performance appraisal helps the subordinate answer two key questions: first, "what are your expectations of me?" second, "how am I doing to meet your expectations?"

**Goals of Performance Appraisals**

General Goals	Specific Goals
Developmental Use	Individual needs Performance feedback Transfers and Placements Strengths and Development needs
Administrative Decisions / Uses	Salary Promotion Retention / Termination Recognition Lay offs Poor Performers identification
Organizational Maintenance	HR Planning Training Needs Organizational Goal achievements Goal Identification HR Systems Evaluation Reinforcement of organizational needs
Documentation	Validation Research For HR Decisions Legal Requirements

**JOB SATISFACTION-** Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization and the way management treats employees. It isn't always easy to measure job satisfaction as the definition of satisfaction can be different for different people. If an organization is concerned about job satisfaction of their employees, management may want to conduct surveys to determine what type of strategies to implement.

Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees.

There are often two different levels of job satisfaction: affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling toward the job as a whole. Cognitive job satisfaction is how satisfied a person feels concerning an aspect of his or her job, such as pay, hours, or benefits.

Many organizations face challenges to accurately measuring job satisfaction, as the definition of satisfaction can differ for various people across an organization. However, most organizations realize that a worker's level of job satisfaction can impact her job performance.

Despite general belief, studies have shown that high performing employees do not necessarily feel satisfied with their job because of high-level titles or increased pay. This is an obvious concern for organizations, since studies also reveal that the implementation of positive HR practices results in financial gain for the organizations. Thus, there is a direct link between flexible work environments and increased shareholder value.

“Job satisfaction expresses the attitude towards one’s job, the difference between the amount of rewards workers receive and the amount that the believed that they should receive.”

Different authors have defined job satisfaction differently. Job satisfaction is nothing but the individual’s general attitude towards his or her job. The person with the high level of job satisfaction holds positive attitude towards the job, while a person who is dissatisfied with his job holds only negative attitude towards the job. According to Keith Devis “Job satisfaction expresses the attitude towards one’s job, the difference between the amount of rewards workers receive and the amount that the believed that they should receive.”

### **Measuring Job Satisfaction**

Many organizations face challenges to accurately measuring job satisfaction, as the definition of satisfaction can differ for various people across an organization. However, most organizations realize that a worker's level of job satisfaction can impact her job performance.

Typically, the five factors that can be used to measure and influence job satisfaction are:

- **Pay or total compensation**
- **The work itself (i.e., job specification such as projects, responsibilities)**
- **Promotion opportunities (i.e., job enlargement, more prestigious title)**
- **Relationship with supervisor**
- **Interaction and work relationship with co-workers**

To determine if employees are actually satisfied with the work they do, organizations frequently conduct surveys to measure employees' level of job satisfaction and identify areas -- on boarding, job training, employee incentive programs, etc -- for improvement and job enrichment. Because job satisfaction varies for each individual, management teams employ several different strategies in order to help the majority of employees within an organization feel satisfied with their place in the company. Job satisfaction may refer either to a person or a group. Job satisfaction may be understood in the context of the employee's extent of satisfaction in general in his total life situation. Ask a man why he works & the chances are he will tell you, to make money" certainly, the need to earn a living is the most powerful single reason why people work, though, as we see other/oh factors are also important. The attractiveness of any one job factor such as wages is a consequence of the extent to which other job satisfaction or expectations are being fulfilled at a time. When a worker enjoys steady job, paying good wages, he is understandably more concerned about the treatment he gets from his supervisors, the degree of independence & whether his job is interesting. But when he loses his high-paid job, he is more concerned about regaining steady well-paid employment. People in organizations have many needs, all of which are competing. Some people are mainly drawn achievements others are concerned primarily with security and so on. Despite these individual differences, an effective manager would not presume to decide which motives are important to his employees. If he has to understand, predict & control behavior, he must know what his employees really want from their jobs.

### **Factors Affecting Job Satisfaction**

- **Company Policies** - Policies that are clear, fair and applied equally to all employees will decrease dissatisfaction. Therefore, fairness and clarity are important and can go a long way in improving employee attitude. For example, if a company has a policy for lunch breaks that

are the same length and time for everyone, employees will see this as the norm and it will help cut down on wasted time and low productivity.

- **Salary/Benefits** - Making sure employee salaries and benefits are comparable to other organization salaries and benefits will help raise satisfaction. If a company wishes to produce a competitive product they must also offer competitive wages. In addition, this can help reduce turnover, as employees will often be more satisfied when paid competitive wages as opposed to being underpaid.
- **Interpersonal/Social Relations** - Allowing employees to develop a social aspect to their job may increase satisfaction as well as develop a sense of teamwork. Co-worker relationships may also benefit the organization as a whole; given that, teamwork is a very important aspect of organization productivity and success. Moreover, when people are allowed to develop work relationships they care more about pulling their own weight and not letting co-workers down.
- **Working Conditions** - Keeping up to date facilities and equipment and making sure employees have adequate personal workspace can decrease dissatisfaction. A cramped employee is a frustrated employee plus faulty equipment provides frustration in trying to get work done.
- **Achievement** - Making sure employees are in the proper positions to utilize their talents may enhance satisfaction. When employees are in the proper role and feel a sense of achievement and challenge, their talents will be in line with the goals best suited for them.
- **Recognition** - Taking the time to acknowledge a job well done can increase the likelihood of employee satisfaction. Positive and constructive feedback boosts an employee's morale and keeps them working in the right direction.
- **Autonomy** - Giving employees the freedom of ownership of their work may help raise satisfaction. Job satisfaction may result when an individual knows they are responsible for the outcome of their work.
- **Advancement** - Allowing employees, who show high performance and loyalty, room to advance will help ensure satisfaction. A new title and sense of responsibility can often increase job satisfaction in an employee.
- **Job Security** - Especially in times of economic uncertainty, job security is a very high factor in determining an employee's job satisfaction. Giving an employee the assurance that their job is secure will most likely increase job satisfaction.
- **Work-life Balance Practices**- In times where the average household is changing it is becoming more important for an employer to recognize the delicate balancing act that its employees perform between their personal life and work life. Policies that respond to common personal and family needs can be essential to maintaining job satisfaction.
- The amount of research regarding the topic impact of performance appraisal techniques on job satisfaction is vast. However the limitation much of this research to the advancement of the practice of performance appraisal is generally acknowledged (Latham and Lee, 1986). Prior to the early 1980's the majority of theoretical and empirical studies focused on improving the psychometric characteristics of the rating instrument in an effort to reduce the subjectivity inherent in performance rating(Feldman, 1981).
- The literature as well as the direction of recent research indicates that the employees' reactions towards performance appraisal variables such as fairness and satisfaction will continue to play a role in the evaluation of performance appraisal system as well as job satisfaction of employees. The relationship between the justice perceptions and reactions to the performance appraisal affects the job satisfaction of employees. The relationship between the justice perceptions and reactions to the performance appraisal have been theorized and

found to exist by number of researchers. Respectful treatment, fair processes, relevant criteria, participation and information flow all have a positive association with effective and behavioral responses to the performance appraisal and job satisfaction. Fairness and justice are clearly important concept in many organizational processes including performance appraisal. The assignment of raters who have sufficient knowledge of the ratee's job, of the ratee's level of performance and the knowledge of the performance appraisal system was found to influence the fairness as well as job satisfaction of the employees (Klasson and Sarbom, 1980).

- The empirical study by Taylor, Tracy, Nerad(1995) recognized that relevance of setting criteria, setting the standard and gathering information on perception, performance appraisal and job satisfaction. Murphy and Cleveland (1991) suggested that the fair and ethical performance appraisal system should be there in the organization to provide job satisfaction to the employees. The presence of appeal procedures for rates has been mentioned many times in the literature as necessary to a successful system. The ability to appeal performance ratings; express feelings, correct ratings have also been identified as a part fair performance appraisal which affects job satisfaction (Cacsio and Bernardin, 1981). The findings of the study indicated that respondent perceived the performance appraisal system and techniques was to be fair. The respondents also indicated their relative satisfaction with their most recent performance appraisal rating and their supervisors but less satisfaction was indicated with performance appraisal techniques and their impact on the job satisfaction overall was not good(although not dissatisfaction) was indicated with the performance appraisal system overall.
- Performance appraisal affects the job satisfaction. The relationship between job satisfaction and performance appraisal has been the concern of many studies. For the long term effectiveness of the organizational system employee's satisfactory perception towards performance appraisals are important (Longenecker and Nykodym, 1996).
- If the employees are not satisfied with the performance appraisals, they will not see the added value and as a result they will not satisfy with the job (Dobbins and Cardy, 1990). Some other studies suggested that performance appraisal is a key factor leading job satisfaction (Maussavi and Ashbaugh, 1995; Murphy and Cleveland, 1995).
- Performance appraisal helps in improving performance and building both job satisfaction and organizational commitment. Alternatively this helps in lowering down the turnover levels (Babin and Boles, 1996). Bard Kuvaas (2006) observed positive findings regarding job satisfaction with performance appraisal, that those employees who are satisfied that how performance appraisal is conducted have higher job satisfaction and lower turnover intentions.
- Researches which had been done in the year 1980s were found the most dominating one which contributed the appraisal system in a great deal. The researches of 1980 also helped out to clarify some presumed assumptions regarding the performance appraisal just like the work of Murphy (1982). Research has included the measure of employee attitude towards the system of performance appraisal and its acceptance. Stratton and Alexander (1987) found that perceptions of appeal procedures were positively related to evaluations of supervisors, trust in management and job satisfaction and negatively related to turnover and conflict.

### **Objective of Study**

The objectives of the study are as follows-

1. To know the impact of performance appraisal techniques on job satisfaction.
2. To know the perception of the employees regarding performance appraisal and job satisfaction.

3. To know whether the employees are satisfied with the performance appraisal techniques used in the organization or not.

### **Research Design**

It is a conceptual structure within which research should be conducted. Thus the preparation of such design facilitates research to be as efficient as possible and will yield maximum information.

### **Sampling**

Total sample size was 50 and the data required for the study was collected by way of structured Questionnaire. Random sampling method was adopted to select the samples from ONGC.

**Sources of Data- Primary Data:** Primary data was mainly collected through personal contacts, market survey using a questionnaire with both open and closed ended questions, and personal interview was carried out to obtain data.

**Secondary Data:** Books and journals

### **Type of Research**

Here in order to meet the research objectives, descriptive research design is used.

### **Descriptive Research Design**

Descriptive research design includes surveys and fact findings, enquiries of different kinds.

### **Instrument Design**

*Questionnaire Design*

### **Research Plan**

- |                     |   |                                  |
|---------------------|---|----------------------------------|
| Data source         | : | Primary and secondary Data       |
| Research Approach   | : | Survey Method                    |
| Research instrument | : | Questionnaire                    |
| Contact Method      | : | Direct – Person/ Telephone Calls |
- Books
  - Magazines and Journals
  - Survey in the form of Questionnaire.
  - Discussions with executives and workers.

### **Sampling Method**

Probability Sampling is used in the study

### **Hypothesis**

**H<sub>0</sub>. There is no significant relationship between performance appraisal techniques and job satisfaction.**

**H<sub>1</sub>. There is no significant relationship between performance appraisal and job satisfaction.**

**TOOL-** Chi square test

**DATA ANALYSIS:**

**Age wise classification**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 25-30	4	8.0	8.0	8.0
30-40	13	26.0	26.0	34.0
40-50	12	24.0	24.0	58.0
50 above	21	42.0	42.0	100.0
Total	50	100.0	100.0	

Interpretation: 42% of employees are between 50 above age group, 26% are between 40-50 age group, 24% between of 40-50 and 8% are between 25-30 age group.

**length of service**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2-5 years	4	8.0	8.0	8.0
5-10 years	2	4.0	4.0	12.0
above 10 years	44	88.0	88.0	100.0
Total	50	100.0	100.0	

Interpretation- 88% of employees are having above 10 years of length of service, 8% are having 2-5 years of service and 4% are having 5-10 years of service.

**satisfaction with technique**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	45	90.0	90.0	90.0
no	5	10.0	10.0	100.0
Total	50	100.0	100.0	

Interpretation-90% of employees are satisfied with the performance appraisal techniques whereas 10% are not.

**effective technique**

	Frequency	Percent	Valid Percent	Cumulative Percent
appraisal by peers, superior and subordinate	27	54.0	54.0	54.0
joint goal setting with the management	20	40.0	40.0	94.0
Other	3	6.0	6.0	100.0
Total	50	100.0	100.0	

Interpretation- 54% of the employees think that appraisal by superiors, subordinates and peers is the most effective technique of performance appraisal, 40% of the employees think that joint goal setting with management is the best way.



**age wise classification \* effective technique Cross tabulation**

Count

		effective technique			Total
		appraisal by peers, superior and subordinate	joint goal setting with the management	other	
age wise classification	25-30	2	0	2	4
	30-40	7	6	0	13
	40-50	6	6	0	12
	50 above	12	8	1	21
Total		27	20	3	50
Pearson Chi-Square		16.588 <sup>a</sup>	6	.011	

Interpretation- The employees above 50 age group accepted that the appraisal by peers, superiors and subordinate is the most effective technique of performance appraisal.

**interrelated with job satisfaction**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	41	82.0	82.0	82.0
no	8	16.0	16.0	98.0
can't say	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Interpretation-82% of the employees said that performance appraisal and job satisfaction are related with each other whereas 16% of the employees think that performance appraisal and job satisfaction are not related with each other and 2% says that they can't say about it

**frequency of performance appraisal technique**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid once	43	86.0	86.0	86.0
twice	7	14.0	14.0	100.0
Total	50	100.0	100.0	

Interpretation-86% of the employees say that performance appraisal is conducted once a year whereas 14% say that twice a year.

**improvement in techniques**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid yes	28	56.0	56.0	56.0
Valid no	22	44.0	44.0	100.0
Total	50	100.0	100.0	

Interpretation-56% of the employees want improvement in performance appraisal techniques whereas 44% of the employees do not want any improvement.

**provide job satisfaction**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	40	80.0	80.0	80.0
Valid No	10	20.0	20.0	100.0
Total	50	100.0	100.0	

Interpretation- 80% of the employees thinks that performance appraisal techniques provide job satisfaction whereas 20% does not think so.

**length of service \* provide job satisfaction Crosstabulation**

		provide job satisfaction		Total
		yes	no	
length of service	2-5 years	1	3	4
	5-10 years	2	0	2
	above 10 years	37	7	44
Total		40	10	50
Pearson Chi-Square		8.523 <sup>a</sup>	2	.014

Interpretation: The employees who work in organization above 10 years said that there is a job satisfaction in the organization. The calculated value is 8.523 which is more than the table value, so null hypothesis is rejected.

**opinion about performance appraisal**

	Frequency	Percent	Valid Percent	Cumulative Percent
evaluation of employees	30	60.0	60.0	60.0
promotion	6	12.0	12.0	72.0
Valid job satisfaction	5	10.0	10.0	82.0
motivation	9	18.0	18.0	100.0
Total	50	100.0	100.0	

Interpretation- 60% of the employees think that performance appraisal is the evaluation of employees, 12% think that it is promotion, 10% employees think that is job satisfaction, whereas 12% of employees think that performance appraisal is motivation.

**prejudice performance appraisal**

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	15	30.0	30.0	30.0
Valid no	35	70.0	70.0	100.0
Total	50	100.0	100.0	

Interpretation- 70% of the employees think that the top management does not display any perceivable prejudice in performance appraisal whereas 30% thinks that there is prejudice by top management in performance appraisal.

**job satisfaction**

	Frequency	Percent	Valid Percent	Cumulative Percent
yes	48	96.0	96.0	96.0
Valid no	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Interpretation- 96% of the employees is satisfied with the job whereas 4% are not.

**length of service \* growth opportunity Cross tabulation**

		growth opportunity		Total
		yes	no	
length of service	2-5 years	4	0	4
	5-10 years	2	0	2
	above 10 years	40	4	44
Total		46	4	50
Pearson Chi-Square		.593 <sup>a</sup>	2	.743

Interpretation- Employees who are working in the organization for more than 10 years said that performance appraisal provides growth opportunity.

**length of service \* quality of work life Cross tabulation**

Count

		quality of work life		Total
		yes	no	
length of service	2-5 years	2	2	4
	5-10 years	2	0	2
	above 10 years	42	2	44
Total		46	4	50
Pearson Chi-Square		10.474 <sup>a</sup>	2	.005

Interpretation- Employees who work above 10 years accepted that performance appraisal techniques provide quality of work life. Here, the calculated value is 10.47 which is higher than table value this null hypothesis is rejected.

**Findings**

1. Most of the employees are satisfied with the performance appraisal techniques used in the organisation and they think that performance appraisal is interrelated with job satisfaction.
2. Some of the employees want improvements in performance appraisal techniques used in ONGC.
3. Most of the employees feel that performance appraisal techniques provide job satisfaction.
4. Most of the employees do not feel biasness in performance appraisal.
5. Some employees think that top level management is bias in performance appraisal.
6. Some of the employees feel biasness in performance appraisal system and suggested some measures to avoid biasness. Measures like- intermediate appraisals should be disclosed, introduction of 360degree feedback system, transparent PAR remarks and grading at each level.
7. Most of the employees say that variation in grade makes difference for the annual performance payment.
8. Most of the employees think that performance appraisal helps in providing an atmosphere to share each other's burden.
9. Almost all employees are satisfied with the job in organisation.
10. Most of the employees feel that performance appraisal provide them growth opportunity and Quality of Work Life as well.

**Limitations**

1. Availability of Time was major constraint duration allotted to us to cover such a vast topic like Performance Appraisal. It is impossible to arrive at hundred percent correct conclusions.

2. Employee's needs, expectations and behavior vary from one individual to another. During talks few employees had shown keen interest in the topic and they fully given their views in far against on the topic.
3. Since the report was confidential, so exact statistical analysis is not possible.
4. Impact of the individual thinking and perception.
5. All the associates and executives were found busy in their working hour and they have co-operated partially.

### **Conclusion**

It is observed that there is a significant relationship between performance appraisal technique and job satisfaction. Most of the employees are satisfied with the performance appraisal techniques used in the organisation and they think that performance appraisal is interrelated with job satisfaction. The employees feel that performance appraisal provides them growth opportunity and Quality of Work Life as well.

Some of the employees feel biasness in performance appraisal system and suggested some measures to avoid biasness. Various measures like intermediate appraisals should be disclosed, introduction of the 360degree feedback system, transparent PAR remarks and grading at each level to make performance appraisal transparent. Higher and attractive performance related pay should be there..Functional responsibility should be clearly fixed so the appraisal could be clearly conducted.

### **Recommendations**

1. Some of the employees feel biasness in performance appraisal system and suggested some measures to avoid biasness. Measures like- intermediate appraisals should be disclosed, transparent PAR remarks and grading at each level.
2. Introduction of 360 degree feedback system.
3. Higher and attractive performance related pay should be there.
4. Functional responsibility should be clearly fixed so the appraisal could be clearly conducted.
5. Nature of projects and some significant outcomes should be used for fixing KRAs and KPIAs.
6. Performance appraisal techniques should used to analyse the performance with the work which was carried out by the individual for the organisation but not for the the boss.

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