

ANALYSIS OF ORGANISATIONAL STRESS AND THEIR REMEDIES – A COMPARATIVE STUDY OF NTPC UNIT OF DELHI AND FARIDABAD

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ABSTRACT

Many people think they understand stress. However ,in reality stress is complex and often misunderstood . Stress is a disease that may affect an individual, organization, and any of the people in it, an organization cannot afford to ignore it. This paper examines the causes of organizational stress which generates a vicious environment in the organization and lowers down the efficiency of the employees .Paper also discusses the work practices to manage stress among employee with a different perspective of ‘Organizational Role Stress’ .This paper in particular is a study about work culture of NTPC (National Thermal Power Corporation) and the key spoilsports of the Delhi and Faridabad units of NTPC , which causes stress among employees .Here identification of the various organizational variables which affect the work stress is discussed. This comparative study is covering impact of the ‘organizational Role’ on the performance of employees in the two units of NTPC and highlights the role of an individual in an organization with various dimensions of role space, role stagnation, role duplicacy, Inter role distance , Role overload etc, for the effective handling of employees. This discussion presents an approach to the need of the organization to train their employees about stress and its usefulness to the well being of the corporation. Conclusively, the presented paper is an effort to analyze the causes of stress and their remedies in the two respective units of NTPC which is a sensitive area in human recourse management .

Keywords: Contemporary, HR Practices ,Organizational Role , Role Space , Stress, Work – Culture.

1. Introduction:

When we want to achieve some desired goal and start working for it , we become anxious for its outcome. When this anxiety is increased and mental strain is created, it is called tension or stress. when stress is positive and includes one’s confidence and determination for the success of one’s performance to achieve desired goal, it leads towards healthy approach and optimistic attitude to the life. But when it is negative and includes one’s hopelessness for one’s performance , it carries towards the state of mental depression and makes one pessimistic

towards life. Excessive negative tension results in suicide or heinous crimes , while positive stress is harbinger of enthusiasm and success. Stress is a wide phenomenon as it seems to have universal spread .

2. Definition of stress:

Behr and Newman define job stress as “a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning”.Canadian physician Hans Selye in 1956 popularized the idea of stress. According to Selye, the General Adaptation Syndrome consists of three phases.

- Alarm Reaction
- Resistance
- Exhaustion

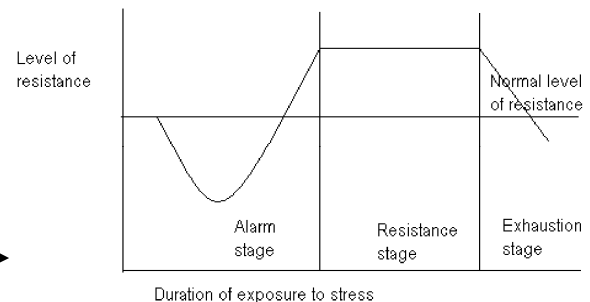
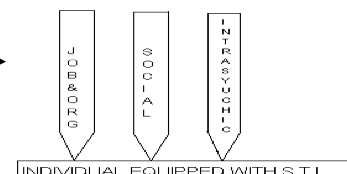


Fig 1: Phases of General Adaptation Syndrome →

Pestonjee has identified three important sectors of life in which Stress originates. These are: **Job and the organization ,The social sector, Intrapsychic sector.**

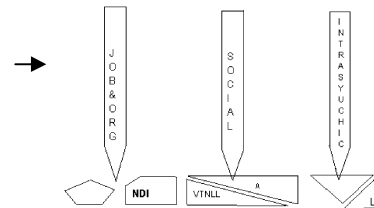
Job and organization, refers to the totality of the work environment (task, atmosphere, colleagues, compensation, policies, etc.). The social sector refers to the other such factors. The Intrapsychic sector encompasses those things, which are intimate, and persona, like temperament, values, abilities and health. It is contended that stress can originate in any of these sectors or in combinations thereof. In the figure below it can be seen that the magnitude of stress emanating from the stress to learner limit of the individual to handle these stress. This indicates a balanced state.

Fig 2: ORGANIZATION - INDIVIDUAL NORMAL INTERACTION PATTERN →
 (S.T.L – STRESS TOLERANCE LEVEL)



Several types of breakdowns and cracks are observable . If unchecked the situation this may culminate into the last and most intense phase wherein complete disintegration of personality takes place. At this stage, the individual requires proper psychological and medical care. The figure below depicts the fourth and fifth stage.

Fig 3: BREAKDOWNS AND CRACKS: FAILURE IN COPING

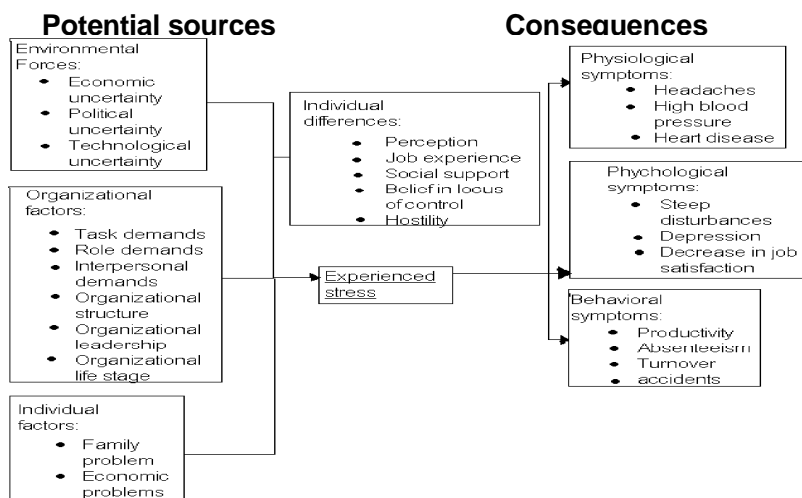


3. Potential Sources of Organizational Stress:

There are three categories of potential stressors:

- Environmental factor ,Organization factor ,Individual factors

Fig 4: POTENTIAL SOURCES OF STRESS



4. Features of Organisational Role stress:

System of Role indicates that there are inherent problems in the performance of a role, and thus creating of stress is vital. The concepts of Role space and Role Set have a built – in strength for conflict and stress. The concept of system of Role was given by Pareek in 1993, Which covers following dimensions:

- Role Space(RS), Inter role Distance(IRS), Role Stagnation(RS), Role Ambiguity(RA), Role Expectation Conflict(REC), Role Overload(RO), Role Erosion(RE), Role of Resource Inadequacy(RI), Role of Personal Inadequacy(PI) ,Role Isolation(RI).**

5. Case in Point : NTPC (Badarpur unit and Faridabad unit):

The study undertaken regarding the organizational role tension was to know the facts about the whole dimension of stress. It describes the executive's experience while performing their roles in the organization. The primary objective of the study was to focus the stress found among employees of the organization. It was only possible with the help of an organization. For this purpose the organization selected was National Thermal Power Corporation. The NTPC is one of the biggest organization of India which has several branches situated at the different places.

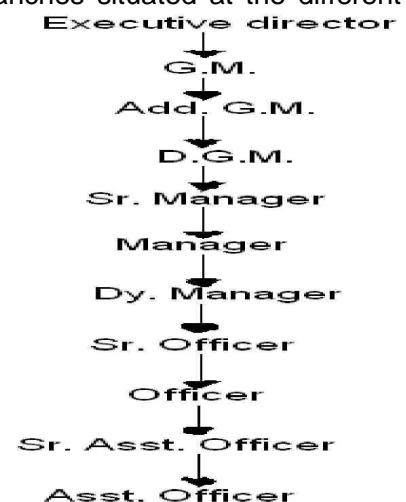


Fig-5: Hierarchy of Management in NTPC Units

6. The Methodology Used In Research :

This study is an exploratory, conclusive and experimental type. A thorough study of the organisational technique of (NTPC) was made. The NTPC executives were given questionnaire to provide necessary information. Besides, they were also interviewed face to face about the tension found among the employees of this organisation. The research work was done according to the method of the 'Stratified Proportionate Random Sampling'. The present study had been undertaken for a period of 6 weeks. To serve the purpose of research study, a sample survey was made in the office of NTPC in the Delhi Region and the Faridabad Region. A sample of 150 respondents was taken using random sampling, which helped much in the research work. It was observed that 45% of them answered satisfactorily. The questionnaire was prepared by using a five-point scale "strongly agree to strongly disagree" & "very often to Never" was used for this purpose. The ORS scale is a five-point scale which indicates true to the particular statement for the role. The respondent is asked to assign "0" to a statement if he never or scarcely feels the way, and "1" to the statement when he feels occasionally according to the definition. And "4" to the statement if he feels frequently this way. Hence the score of each role tension may range between "0" to "20" and the total ORS score varies from "0" to

“200”. The rating of the respondents is added row – wise to give the scores on the 10 role tension’s dimensions.

The collected data was thoroughly analysed to interpret the result of findings. On the basis of analysis , a tabulation was formed , in which the value of each dimensions of role stress, pertaining to individual employee is interpreted.

7. Data Analysis and Description (On the basis of collection and analysis of questionnaire / personal interviews):

(A) Level Wise Survey on Employees (On stress results) :

Let it the executives at stress level E which varies from E1 to E7 respectively according to position acquired by someone in the organisation. It alarmingly high for REC and RO for both the units, and at the medium level for all other tension types. It is high and requires immediately intervention.

- **Inter Role Distance (IRD)** experiences at a rightly higher level than the median value and so are Role Isolation , Self role Distance , Role Ambiguity and Resource inadequacy. The functional negotiation decking role classification from various sources then defining it as the light of classifications.
- **In case of level E3** for the NTPC badarpur unit Role overload is at alarmingly high level. Even role isolation is at a level higher than the medium and so is resource inadequacy. It seems that they need proper orientation of sufficient preparation and warning when assigned roles at this level . For NTPC fbd unit Role overload is high but not at alarmingly high.**Role slimming and role negotiation would be functional approaches together.**
- **At level E4** ,the role tension is experienced at levels lower than the median value supported after the norms. It is little higher after norms and in case of inter role distance, Role overload and self role distance, it is little higher than median for both the units. **The functional strategies deal with the values which involves role negotiation, role slivering, role interpretation up to some extent.**
- **At level E5 :-** The Role tension experienced is lower than medium value as suggested by norms for all the tensions type other than role overload and personal inadequacy where both are experienced at higher aids of the medium value which means at a ,high level , the executives have too many jobs in hand because they just do not have their own jobs but they have to supervise the work of their subordinates which may cause the executives to experience personal inadequacy, and the results are almost same for both the NTPC units. **The functional strategy deals efficiently with this conclusion that involve silvering and time management.**

(B) Analysis According to Role of system : (The tension is experienced at the medium level here.)

➤ **Inter role Distance**

This conflict arises due to an individual or certifying more than one role when the individual is increasingly occupying multiple role in various organisations and in various group. At this level E1, E2 : the tension level is higher and medium shaped by executives where E1, E2 : the E6 level experience it at a medium level and E3, score for IRD is low and E5 even lower than the standard low value. In this case, the executives at level E4 experiences IRD at the lower end of the medium. Therefore , the experience for IRD E1,E2 and E7 is high where E6 is at medium level , E4 is at lower than medium level of tension , E3 is at low, and E5 is at very low level of tension. Again answers provided by the employees were almost same for both the NTPC units

➤ **Role Stagnation**

This is the individual's reluctance to adapt to a new role. This is alarmingly high for level E1 for executives at all other levels it is either at the medium level or even lower than that. It means that the executives at NTPC corporate centre, both the units have largely adapted their expectations to new situations and are not likely to experience caused development tension but a slightly variation in the score of both units are: **Badarpur score was 4.5.& faridabad unit score was 5.**

➤ **Role Expectation conflict.**

The role tension rises when there are conflict on expectations demanded by different role distributors (person's having expectation from role). This conflict for expectation may be from the highest authority subordinates, peers or clients of an organisation. **The medium score in case of NTPC Badarpur unit was considered 3, which is lower than the norms (4) ,** so it seems that executives as a group or as a whole we can say that largely are bothered by role expectation conflict. **And score for the Faridabad unit was 3.5** Individually across various levels of executives of executives too, role expectation conflict for both the units is lower than the norms.

➤ **Role Erosion**

It refers to the tension rising when the occupants is failing in some functions, which he wants to be performed and now, are performed by some one other. It is the subjective feeling by an individual for an important role expectations from his roles in which he failed . My obtained **medium value for this role is almost 4** which is somehow same for both the units. The tension level experienced by the sample is at the same medium value as was of population norms.

Role Enrichments is a functional approach for this.

➤ **Role Overload.** It arises when the role occupants feels that there are too many expectations from the significant roles in the role set . Role overload is likely to occur more in the absence of mechanism of role integration, in the expected outcome and when delegation cannot procure more time. Now, at the levels, role overload is experienced to an alarmingly high by the executives at level E3. Executives at level E6 and those at level E7 also experienced role

overload higher than the norms. At the higher levels , according to the survey report for both of the units , the executives not only have to care of their own assigned tasks but also have to supervise their subordinates . **A functional approach for this to deal effectively is role slimming.**

- **Personal Inadequacy.** If a person feels that he has not the complete skills and experienced for effective performance of the role. This feelings increases his tension. **The obtained value is medium at 3** which is lower than the standards . Here we can notice that at level E1, the personal inadequacy is experienced to an alarmingly large. While at levels E3,E4,E7 it experienced at a level higher than the standard of medium. At the levels E5 it is experienced at extreme low when executed for both the NTPC units.**The Functional Approaches to Deal with Role Linkage**
- **Role Ambiguity.** It occurs when there is lack of clarity of the work mission related with the role. The sample survey for the expectations of work role and about the scope and responsibilities for **the job has been obtained at 2 which is lower than the norms value 3 for the badarpur unit & for faridabad unit this score is 3** . At the levels lower to managers levels (Es) experience a higher role ambiguity which is against the norms. At levels E1 it is an alarmingly high value. At levels E5,E6,E7 the executives serve to be clear for the several aspects of their work.**A Functional Approaches to Deal with Role Classification**
- **Resources Inadequacy.** It arises when there is a feeling of role occupants that she/he does not have adequate resources to fulfil her assignment effectively . The sample report gives a medium value which is similar to the standards . At levels it is again lower than E5 and experiences the resources inadequacy at large extent and at level E1 it is alarmingly high for both the units.

(c) Analysis according to age:

The study shows that the different tastes and their feeling of tension according to their taste. The employee who were below 45 years of age , tension was experienced at a lower medium value than the medium standard. The medium value for this age is lower than that of the norms for inter role distance, role stagnation, role expectation conflict, personal inadequacy, role ambiguity. For these the tension level was experienced at medium level and it was slightly at higher level for self role distance. For this analysis the functional strategy applied is role integration. For the age more than 45 years the tension was experienced at a lower medium value. It was lower than that norms for inter role distance, resource inadequacy, role expectation conflict, recourse inadequacy and self role distance. For role expectation , personal inadequacy . role ambiguity it was at medium value and for role overload the level of tension

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value was at slightly higher. Therefore we can say that the complexity and member of tasks increase with the levels.

7.1 The results of the study sample is shown in tables given here:

The table 1 shows the correlation values and its dimensions between the biographical information and the organisational role tension as a whole (n = 25). The table 2 shows the correlation values and its dimensions between the biographical information and the organisational role tension as a whole (n = 25).

Role	Age	Ms	Designation	Nod	Los	Tnp
IRD	-0.3	-0.2	-0.5	.36	.02	.07
RS	-.13	-.10	-.11	.18	-.12	-.14
REC	.06	-.09	-.13	.31	.10	.21
RE	.02	-.02	-.03	.32	.04	.01
RO	-.15	-.08	-.09	.30	-.09	-.01
RI	-.16	-.21	-.09	.24	-.08	-.09
PI	-.17	-.30	-.24	.16	-.26	-.22
SRD	-.30	-.16	-.15	.08	-.21	-.15
RA	-.29	-.16	-.21	.19	-.19	-.14
RINGN	-.21	-.05	-.10	.28	-.17	-.05

Table 1 - correlation values for Badarpur unit

Role	Age	Ms	Designation	Nod	Los	Tnp
IRD	-.18	-.25	-.22	.11	-.18	-.10
RS	-.24	-.26	-.26	.26	-.26	-.24
REC	-.13	-.22	-.15	.12	-.14	-.04
RE	-.35	-.33	-.34	.28	-.28	-.34
RO	-.36	-.37	-.40	.13	-.34	-.26
RI	-.30	-.43	-.25	.18	-.27	-.25
PI	-.41	-.57	-.42	-.02	-.37	-.35
SRD	-.34	-.34	-.25	.03	-.30	-.20
RA	-.30	-.22	-.31	.17	-.31	-.23
RINGN	-.30.	-.27	-.24	.20	-.31	-.15

Table 2- correlation values for faridabad unit

Table shows correlation value between biographical information and Organisational role Tension and its Dimensions for candidates as a whole(n=25) where Nod= number of dependent, Los = Length of service, Tnp = Total number of prompton , Ms = Marital status,

Desin = Designation. The table 1 shows that almost all the dimensions of biographical information , except for the number of dependents have a negative relationship with the perception of role tension. It may be interpreted as the employee in the organisation grow older in age, they have a married life, progress becomes higher in the hierarchical approach. They have a more experience than the person of lower age and more number of promotions and achievements. They experience less role of tension out of perception of self being at a greater distance from the role occupants around, and too much of work done effectively in a less time and likes. While for the positive interpretations shows that the relationship between number of dependents to look after the role tension is experienced . With the increase in dependents there is a increase in role perception for tension. Also, the female employees in the organisation become older in age , get married , progress in hierarchical ladder, have more number of dependents to look after, have more number or working experiences, and getting more and more promotions in job, they do experience less of role tension due to perception of inadequate personal . interpersonal. Financial and organisational resources, performing ambiguous roles, and feeling their self not being well integrated with roles in the organisation). The average amount or role tension in it is due to self not being satisfactorily integrated with the roles that they perform , perception of lacking some personal resources in terms of knowledge and skills as well as financial, material and human resources to get the work done successfully , and their roles not being satisfactorily integrated with similar roles around in the organization.

7.2 Summary of the Analysis:

The survey was taken to study the different types of organisational roles experienced by its executives (NTPC) . Now , they compared to standards . ANOVA of 2 into 2 was carried out for each of the 10 types or role tension to search the effects of age and level individually as well the organisational effects on the perception and role tension . In a survey by Bhardwaj, Gopa, Prabhat- Kumar ,Mishra , Shasoni in 1994 , the effects of bureaucracy on role tension across 3 levels . According to them , at the levels E1 – E4 suffered from significantly higher tension of PI as comparison to the bureaucracy on levels from E5-E7 . It was searched that the cover level subjects experienced more organisational role of tension than the middle level or upper level subjects. When analysed significantly , it was found that the different types of role tension measured , have highest value for role erosion as 9 but when compared with the standards , the median value was also at 9 . When Vidhu Mohan and Chauhan in 1999, compared ten (10) areas of job related factors of tensions , by administrating ORS scale by Pareek . Their public sector result scored highest.

Some values for all other roles are:-

Roles	Median(faridabad)	Median(Badarpur)	standard Norms
RS	5	4.5	5
REC	3.5	3	4
RO	2.5	2.5	3
RI	5	4.5	6

PI	3	3	4
SRD	4	4	5
RA	2	2	3
IRD	3	4	4

From , the above results the executives at NTPC experience role tension that is most lower than the gain in the norms which is higher than the low value of tension given in norms This increased tension enhances the employees' performance. Executives , from both the NTPC faridabad unit as well as NTPC Badarpur unit, at level E1 'role tension' to an alarmingly high extent . When employees of the NTPC badarpur unit were interviewed personally and probed , they were found that they had risen from organisational levels . From supervisory to executives , over a period of years . They were all was in their late 40's This data analysis represents that employees of both the units are facing or feels somehow same behavioural pattern . Though employees for both the units are responding in the somewhat same manner but still employees from the NTPC badarpur unit are showing a bit more amount of stress or work pressure as compared to the employees for the NTPC faridabad unit though comparison values are not differ by a big amount difference.**Hence the condition required to immediate interventions for both on individual and organisational part. Some functional strategies of effectively tackling the role integration , role clarification , role development and role linkage and role transition which would help much.**

8. Managing stress in the work place:

Every individual respond to stress in a different way, it is only by understanding the nature of individual responses that you can start fighting stress yourself and others. Reduction or elimination of stress is necessary for psychological and physical well being of an individual. Efficiency in stress management enables the individual to deal or cope with the stressful situations instead of avoidance. Strategies like tie management, body-mind and mind-body relaxation exercise, seeking social support help individual improve their physical and mental resources to deal with stress successfully. Apart from helping employees adopt certain coping strategies to deal with stress providing them with the service of counselor is also useful. Many strategies have been developed to help manage stress in the work place.

8.1 Coping strategies:

The strategies are characterized by the specific behaviors and cognition used to cope with the situation. People use the three approaches to cope with tension felt by them. The first, is called control strategy the control strategy contains the use behaviors and cognition to anticipate directly or to solve problem.To tackle the problem head-on, an escape strategy amounts to avoid the tension. Behaviors and cognition, are used to avoid or escape situations. Individuals use this strategy when they accept the causes of tension and its solutions. Finally, the symptom management strategy consists of methods physical exercises such as relaxation, meditation or medication to manage the symptoms of occupational tension.

Cooper and Marshall in The Understanding Exercises have provided a tension comprehensive study of strategies for coping with tension under following categories:-

a) Level Wise Distribution of Coping Strategies which is further classified in two strategies are

- (i) Individual Level
- (ii) Organizational Level

b) According to behavior, there are coping strategy which are:

- Initiative by Personal Department
- Coping with Job Tension via Job Enrichment
 - Relaxation
- Positive outlook towards works / responsibilities
- Self analysis through personality type tests
- Inter personal skill development
- Protection yoga cum meditation
- Time management
- Since job related factors, performance appraisal & job satisfaction were perceived stressful by the employees, the employees should be counseled regarding the matter
- At the individual level the employees could practice a relaxing holiday (where in quality time is spent with the family) every fortnight or month.
- Try to get 6-7 hrs of continuous sleep per day

8.2 Also Specifically for the Units under study , coping program consisting of following Techniques:

The low levels of tension may be affect productivity of the executives and so the organizations efficiency and annual income will also be affected. The optimum level of tension for performing the best could be achieved by the number of ways given below:

- Club E5 with (level E1 – E4) categories , such that the working level of executives where they work may have large workload.
- Enrich those jobs at which the level E5 which add the responsibilities and higher workloads.
- Suit (E5) with the group head categories at levels, because E6 may have several added responsibilities which would they have to take care of their stress levels.

The conditions has a positive implications for the management where they can use the time with level E5 executives for training at higher levels . Because the large number of executives at several different levels would be reaching higher levels and heading the company eventually. Therefore , their space time can be effectively utilized for imparting them training skills and attitudinal values etc to ensure a healthy and a competent as well as value ladder organizational culture.

Highest level of Role overload for the working level of executives specially the level E3 is alarmingly high. The most probable reason for the value of the level is that level E1 – E4 are the actual working executives levels who work all of the groundwork. In fact , it is the extreme interest to note down the executive's decisions at various levels. The expected paranoid structure for these is like a rocket which shows the bulk of executives at level E5 – E6 . It could be attributed to the fact that E1's recruitment process started in almost 1977. After passing so

many years , most of the executives who joined during the year before starting of recruitment process have reached up to the levels of E5 – E7 .

The executives who are at the levels E1 – E4 , would have joined after the starting of recruitment process and have gradually risen from their supervisory levels. On concluding , there are the fewer ones who belongs to E1 – E4 category at present and are catering to the work of large numbers of E5 – E7 because they are grossly overworked also known overloaded role they have acquired can be the reasons of high stress level.

Sometimes respondent may perceive himself responsible for the tension, thus, he/ she blames himself/ herself or shows aggression towards himself. Coping in Avoidance Approach; It may take the form of avoiding situation (reactive strategy) or confronting and approaching the problem(proactive strategy). The coping strategy is of proactive nature. These stressors can be controlled by creating supportive organizational environment. This environment depends upon managerial leadership rather than the use of power and money. The main focus is on the participation and the environment of the employees in decision making process which helps in reducing the tension. Career Planning and Counseling programmes should be designed to remove the excess of stress, The tension management plans should suit on unique situations and preferences. Both long term (preventive) and immediate (responsive) tension management are needed to protect us from the effects of Stress. Yoga should be enlightening to all those who are disturbed through several problems of life irrespective of the nature of their problems. At the last, it is clear that stress is a non ending process ,acts as disease which can be removed by using coping strategies like physical exercises, meditation and good HR Practises.

9. End Note :

The study reveals that the stress is the dynamic condition that can manifest itself in both the aspects. The stress may be positive and negative both. From the study, it is concluded that the stress is the non-ending process which deals with body's non specific responses to the demands made on it and act like a desire which may be in the form of disease's conditions. Stress found among the employees has become a major concern of the modern times which can harm to employees' health and performance both. There is significance relationship between stress & demographic factors i.e. age, experience & designation. Role space is the space acquired by an individual in an organization and expressed a natural bond between both the self and space taken by each individuals. There may be conflict for the space and consist many features which are inter role distance(IRD), role stagnation(RS), and self role distance(SRD)..At the end of the study, we can conclude that though there are signs of stress among the employees & such stress is affecting their behaviors, but it can be controlled & reduce effectively. This can be done by giving counseling & incorporating the suggestions given here in at individual & organization level .HR must implement these commitments so that the ideals of the enterprise and deeds of its agents are congruent to ensure a consistent flow of trained manpower in the future.

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