

A STUDY ON TRANSMITTING STRESS INTO A POSITIVE REINFORCEMENT TO ENHANCE EFFICIENCY OF IT PROFESSIONAL WITH SPECIAL REFERENCE TO CHENNAI CITY

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ABSTRACT: In general workplace stress is a serious employment issue that eats away all the profits indirectly. In the industries of Information Technology, Stress plays a dominant role. Such IT industries drive the workforce by splitting the employees into teams and these teams work in rotation from day to night which automatically brings about stress among the workforce. To the extent the entrepreneur could not retain some trained employees in spite of the package offered. We would like to conclude by transmitting stress as a positive driving force to enhance the efficiency.

Key words: stress management, Transmitting stress, Team work.

1. INTRODUCTION

IT industry in India contributes services to the foreign clients and develops software's for the use of Indian as well as foreign companies. Majority of the Fortune 500 and Global 2000 corporations are sourcing IT-ITES from India. Indian IT companies have set up over 600 delivery centers across the world and are engaged in providing services in over 200 cities across 78 countries. In terms of the national GDP, the sector revenues have grown from 1.2 per cent in FY1997-98 to nearly 9.3 per cent in FY2015-16. India continues to maintain leadership position in the global sourcing arena, accounting for almost 56 per cent of the global sourcing market size in 2016 as compared to 52 per cent in 2012. Thus the IT industry is one of the front runner in India.

The IT industry after 1991 NEP started proliferating in a massive manner. Over two decades of outsourcing experience has helped the Indian IT industry move from the position of being a vendor to a partner, with expertise in designing best practices across services, helping clients in achieving significant top line growth, business and operational improvements. The industry has been constantly expanding its service offerings and added capabilities, evolving its business models, exerting tight control over operational parameters to ensure high customer satisfaction.

Most companies will, by now, have realized the benefits of server virtualization, despite which data centers everywhere continue to rely on complex, inflexible and expensive server and storage platforms to support business-critical applications. On the one hand, this approach is tried and tested and known to work on the other it limits scalability, discourages change and handicaps companies seeking to exploit new IT developments and ways of working. Unsurprisingly, the big names in cloud computing including Amazon, Facebook and Google have long abandoned these proprietary platforms in favor of their own, infinitely more scalable, software-defined infrastructures hosted on cheap, easy to deploy commodity hardware. In the process, they have also revamped their IT processes and operations to achieve the agility their business models demand and it's this new architectural approach to buying, deploying and managing IT that we refer to as web-scale.

The benefits have been enormous, but not all businesses are able to build massively scalable IT platforms able to deliver on-demand computing and storage to millions of users worldwide. Some are, but smaller companies typically lack the financial and technical resources of the big cloud companies. Either that or they are unwilling to take the risk of disrupting their IT environments. For them alternative approaches based around proven web-scale technologies are what's required, delivering benefits that fit not just their needs, but their technical resources and budgets, eliminating the need for a complete overhaul.

2. OBJECTIVES OF THE STUDY

1. To bring out the inborn optimistic nature of the entrepreneurs.
2. To help entrepreneurs to be mentally fit during a stressful situation.
3. To transmute Stress into a Positive reinforcement to enhance efficiency of IT Entrepreneurs.

3. SCOPE OF THE STUDY

In Future this study may help the entrepreneur to bring an optimistic view on the stress prevailing in his the working environment.

4. LIMITATIONS OF THE STUDY

1. As this is a conceptual study this study, it depends purely on the secondary data.
2. The suggestions given in this study may or may not produce a positive result as the perception differs based on the situation of the working environment.

5. STRESS – AN INTRODUCTION

Stress is defined as “a state of psychological and physiological imbalance resulting from the disparity between situational demand and the individual's ability and motivation to meet those needs.”

Stress can be positive or negative:

1. Stress is good when the situation offers an opportunity to a person to gain something. It acts as a motivator for peak performance.
2. Stress is negative when a person faces social, physical, organizational and emotional problems. Factors that are responsible for causing stress are called stressors.

Some of the Stressors are,

Career Concern: If an employee feels that he is very much behind in the corporate ladder, then he may experience stress. If he seems that there are no opportunities for self-growth, he may experience stress. Hence, unfulfilled career expectations are the significant source of stress.

Role Ambiguity: It occurs when the person doesn't know what he is supposed to do, on the job. His tasks and responsibilities are not clear. The employee is not sure what he is expected to do. It creates confusion in the minds of the worker and results in stress.

Rotating Work Shifts: Stress may occur in those individuals who work on different work shifts. Employees may be expected to work on day shift for some days and then on the night shift. That may create problems in adjusting to the shift timings, and it can affect not only personal life but also family life of the employee.

Role Conflict: It takes place when people have different expectations from the person performing a particular role. It can also occur if the job is not as per expectation, or when a job demands a certain type of behavior that is against the person's moral values.

Occupational Demands: Some jobs are more demanding than others. Jobs that involve risk, and danger are more stressful. Research findings indicate, job that cause stress needs constant monitoring of equipments and devices, unpleasant physical conditions, making decisions, etc.

Lack of Participation in Decision-making: Many experienced employees feel that management should consult them on matters affecting their jobs. In reality, the superiors hardly ask the concerned employees before taking a decision. That develops a feeling of being neglected, which may lead to stress.

Work Overload: Excessive workload leads to stress as it puts a person under tremendous pressure. Work overload may take two different forms:

Qualitative work overload implies performing a job that is complicated or beyond the employee's capacity.

Quantitative work overload is a result of many activities performed in a prescribed time.

Work Underload: In this, case, too little work or very easy work is expected on the part of the employee. Doing less work or jobs of routine and simple nature would lead to monotony and boredom, which can lead to stress.

Poor Working Conditions: Employees may be subject to poor working conditions. It would include bad lighting and ventilation, unhygienic sanitation facilities, excessive noise, and dust, presence of toxic gasses and fumes, inadequate safety measures, etc. All these unpleasant conditions create physiological and psychological imbalance in humans thereby causing stress.

Lack of Group Cohesiveness: Every group is characterized by its cohesiveness, although they differ widely in its degree. Individuals experience stress when there is no unity among work group members. There are mistrust, jealousy, frequent quarrels, etc., in groups and this lead to stress to employees.

Interpersonal and Intergroup Conflict: These conflicts take place due to differences in perceptions, attitudes, values and beliefs between two or more individuals and groups. Such conflicts can be a source of stress for group members.

Organizational Changes: When changes occur, people have to adapt to those changes, and this may cause stress. Stress is higher when changes are significant or unusual like transfer or adoption of new technology.

Lack of Social Support: When individuals believe that they have the friendship and support of others at work, their ability to cope with the effects of stress increases. If this kind of social support is not available, then an employee experiences more stress. Certain factors outside the scope of an organization also cause stress.

Why work related stress is an issue?

Absence from work due to work related stress is extremely costly both in terms of losses to the business affected and the suffering of the individual concerned. It can affect anyone at any level of the business and is not confined to particular jobs or industries.

Statistics collected in recent years show that stress related illness is one of the most significant factors associated to absence from work due to ill health. This is despite it being likely that there is considerable under-reporting of work related stress as the reporting system relies upon the medical practitioner to include the word 'stress' on the medical certificate and/or the individual concerned to submit additional information.

6. IT INDUSTRY

Information technology (IT) is the application of Computers and telecommunications equipment to store, retrieve, transmit and manipulate data, often in the context of a business or other enterprise. India's IT Services industry was born in Mumbai in 1967 with the establishment of Tata Group in partnership with Burroughs. The first software export zone SEEPZ was set up here way back in 1973, the old avatar of the modern day IT Park. More than 80 percent of the country's software exports happened out of SEEPZ, Mumbai in 1980s.

7. IT INDUSTRIES IN INDIA

One of the biggest factor that has helped India to make its mark on the world map is its booming IT industrial sector. The IT industries has contributed a lot to the steady growth of the Indian Economy. It has helped in changing Indian economy from a agricultural economy to a knowledge driven economy. It has made significant impact on the lives of many people. Today almost everything can be done online whether its shopping, ticketing, filing Income Tax returns etc with the help of Information Technology. The information technology (IT) industry has become of the most robust industries in India. IT, more than any other industry or economic facet, has an increased productivity, particularly in the developed world, and therefore is a key driver of global economic growth. Economies of scale and insatiable demand from both consumers and enterprises characterize this rapidly growing sector. The Information Technology Association of America (ITAA) explains 'information technology' as encompassing all possible aspects of information systems based on computers. Both software development and the hardware involved in the IT industry include everything from computer systems, to the design, implementation, study and development of IT and management systems. Owing to its easy accessibility and the wide range of IT products available, the demand for IT services has increased substantially over the years. The IT sector has emerged as a major global source of both growth and employment.

Features of the IT Industry

- Economies of scale for the information technology industry are high. The marginal cost of each unit of additional software or hardware is insignificant compared to the value addition that results from it.
- Unlike other common industries, the IT industry is knowledge-based.
- Efficient utilization of skilled labor forces in the IT sector can help an economy achieve a rapid pace of economic growth.
- The IT industry helps many other sectors in the growth process of the economy including the services and manufacturing sectors.

The role of the IT Industry

The IT industry can serve as a medium of e-governance, as it assures easy accessibility to information. The use of information technology in the service sector improves operational efficiency and adds to transparency. It also serves as a medium of skill formation.

Domain of the IT Industry:

A wide variety of services come under the domain of the information technology industry. Some of these services are as follows:

- Systems architecture
- Database design and development
- Networking
- Application development
- Testing
- Documentation
- Maintenance and hosting
- Operational support
- Security services

Future Outlook

The Indian IT market currently focuses on providing low cost solution in the services business of global IT. Presence of Indian companies in the product development business of global IT is very meagre, however, this number is slowly on the raise. US giants that outsource work to India, do not allocate the high end SDLC (Software Development Life Cycle) processes like requirement analysis, high level design and architectural design, although some Indian IT players have enough competency to take up and successfully complete these high level software jobs. The other prominent trend is, IT jobs, that were earlier confined to Bangalore,

are slowly starting to experience a geographical diffuse into other cities like Chennai, Hyderabad and Pune. The growth is not fast paced, this, can be largely attributed to the lethargic attitude of the government in providing proper telecommunication infrastructure. The penetration levels are higher for mobile, but, the speed at which the backbone infrastructure works (network speed) and the coverage it offers are far below what other countries of the world have currently in offer.

8. STRESS IN IT INDUSTRIES

Work is a place where deadlines, time management, and multitasking thrive. And no other industry feels that intense pressure more than tech. Tech companies are notorious for being fast-paced work spaces that produce stress-induced workers. People clamor to score a job at these big tech companies, but once they're there, they find a highly demanding and stressful work environment. Stress in the workplace can make people dread walking in to the office every morning, then make them worry about their jobs at night. When staff is unhappy, they are less efficient, less effective and more likely to squander work hours or quit. Stress affects not just morale, but a company's bottom line. As a result, In many organizations, managers are overworked, stressed out, and frustrated by competing demands and pressure from their peers. Ironically, an overworked manager may also neglect his staff, who as a result are underutilized or inefficient because they do not have enough responsibility or information to perform their tasks to the best of their abilities. The situation can be confusing to both staff and managers, but HR is in a uniquely objective position to step in and help the department start working together as a team and improve its practices. This as a, chain indirectly affects the entrepreneurs of the IT compnaies as the staffs both at the middle and bottom level are being stressed. This affects the organisation as an individual and as a group.

9. EFFECTS ON PEOPLE MAY INCLUDE:

Physical

- Sleep disturbances
- Headaches
- Gastrointestinal upset
- Raised blood pressure/cardiovascular disease

Emotional

- Anxiety and irritability
- Depression
- Labile emotions

Intellectual

- Loss of concentration
- Lack of motivation
- Difficulty with thought process
- Loss of memory
- Poor decision-making

Behavioural

- Substance (including alcohol) misuse
- Decreased libido
- Inappropriate display of behaviour
- Isolation
- Unpunctuality

10. EFFECTS ON THE ORGANISATION MAY INCLUDE

- High absenteeism
- High labour turnover
- Poor time keeping
- Poor performance and productivity
- Low morale
- Poor motivation
- Increased employee complaints
- Increased ill-health, accidents and incidents reports

11. ANALYSIS AND INTERPRETATION

I-MEAN AND SD OF PERFORMANCE MANAGEMENT OF STRESS MANAGEMENT PROCESS

Table - 1
Mean and SD of performance management of Stress Management process

Performance Management	Mean	SD
Organization reviews the employee's job description to determine if it reflects the work that the employee is currently doing.	4.07	1.33
Organization develops a work plan that outlines the tasks or deliverables to be completed, expected results and measures or standards that will be used to evaluate performance.	4.28	1.14
Organization identifies training objectives that will help the employee grow his or her skills, knowledge, and competencies related to their work.	4.24	1.18
Organization identifies career development objectives that can be part of longer-term career planning	4.02	1.25
Organization assesses employees progress towards meeting performance objectives	4.16	1.11
Organization provides coaching to employees, address concerns and issues related to performance so that there is a positive contribution to the organization	4.34	1.09
Organization gives constructive feedback so that it alerts an individual to an area in which performance could improve.	4.21	1.16
Organization ensures that an employee get a broad perspective of how they are perceived by others and how they impact others — both positively and negatively	4.07	1.32
Organization ensures that an employee get a broad perspective of how they are perceived by others and how they impact others — both positively and negatively	4.07	1.32
Organization gives an opportunity to review, summarize and highlight the employee's performance over the course of the review period.	4.24	1.22

Source: Output generated from SPSS 20

Based on mean score, organization provides coaching to employees, address concerns and issues related to performance so that there is a positive contribution to the organization (4.34) is the most important factor of performance management, followed by organization develops a work plan that outlines the tasks or deliverables to be completed, expected results and measures or standards that will be used to evaluate performance (4.28), organization identifies training objectives that will help the employee grow his or her skills, knowledge, and competencies related to their work (4.24) and organization gives an opportunity to review, summarize and highlight the employee's performance over the course of the review period (4.24). The least factor is organization identifies career development objectives that can be part of longer-term career planning (4.02). Organization provides coaching to employees, address concerns and issues related to performance so that there is a positive contribution to the organization is the most important factor of performance management as the Information technology Industry is knowledge driven and the knowledge workers are present in all the IT companies.

II- FREQUENCY DISTRIBUTION OF FORMAL BUDGET ORGANIZATION

Table - 2

Frequency distribution of formal budget organization has in place for recruiting, developing and retaining employees

Formal budget organization has in place	Yes		No		Total
	Count	%	Count	%	Count
Recruiting individuals	1037	86.42	163	13.58	1200
Further developing employees	916	76.33	284	23.67	1200
Retaining employees	751	62.58	449	37.42	1200

Source: Output generated from SPSS 20

From the above table, 86.42% of organization has formal budget in place for recruiting individuals, followed by 76.33% of organization has formal budget in place for further developing employees and 62.58% of organization has formal budget in place for retaining employees. In order to successfully retain staff, organizations should take a close look at their recruitment strategy. It is important to attract candidates that will be a good fit with the organization's culture and are likely to stay and be engaged. The recruitment processes should support this and should include clear communication about the organization's culture and a realistic job preview. In addition, since nonprofit recruitment budgets are often tight and the resources to properly recruit are not always available, organizations should utilize low cost recruiting sources and social media as part of their recruitment strategy. Therefore the adequate allocation funds are pumped in by the organizations in order to select, retain, and induct an employee into an organization.

III- T TEST FOR SIGNIFICANT DIFFERENCE BETWEEN MALE AND FEMALE

Null Hypothesis: There is no significant difference between male and female with respect to factor of Stress Management strategy of IT employees.

Table - 3

T test for significant difference between male and female with respect to factor of Stress Management strategy of IT employees

Factors of Stress Management strategy of IT employees	Gender				t value	P value
	Male		Female			
	Mean	SD	Mean	SD		
Performance	7.69	1.79	7.62	2.20	0.555	0.579
Readiness	10.58	2.07	10.38	3.35	1.236	0.217
Willingness	8.75	1.82	8.25	3.13	3.546	<0.001**
Criticalness	8.24	2.12	8.25	2.94	0.114	0.909
Potential	14.04	3.08	15.17	3.03	5.951	<0.001**
Overall Adoption of TMS	49.30	8.45	49.68	12.28	0.618	0.537
Identifying Talent	39.67	8.81	37.48	12.93	3.427	0.001**
Talent Competency Assessment	26.45	5.80	24.93	6.95	3.986	<0.001**
Stress Management Strategy	39.16	11.70	38.23	13.93	1.202	0.230
Overall Assessment of TMS	105.28	20.93	100.64	31.15	3.040	0.002**
Overall Impact of TMS	51.70	12.68	52.13	16.14	0.493	0.622
Induction	32.67	5.25	32.42	6.36	0.715	0.475
Recruiting and Attracting	21.60	5.45	20.28	8.30	3.268	0.001**
Compensation and Rewarding	23.17	6.97	23.79	7.91	1.382	0.167
Displays Talent Management	15.68	4.70	17.89	5.16	7.362	<0.001**
Develop Others	23.80	6.64	25.89	6.85	5.010	<0.001**
Establishes and Maintains Positive Relationship	25.53	5.81	26.08	6.51	1.478	0.140
Provides Meaningful and Challenging Works	21.07	5.17	21.18	4.65	0.359	0.719
Manages Work-Life Balance	19.16	5.87	19.38	7.07	0.578	0.564
Performance Management	36.14	8.47	40.77	8.05	8.965	<0.001**
Succession Planning	19.72	5.20	21.42	6.65	4.831	<0.001**
Overall Performance through TMS	238.53	50.51	249.11	56.78	3.248	0.001**

Note: 1. ** denotes significant at 1% level

2. * denotes significant at 5% level

Since P value is less than 0.01, null hypothesis is rejected at 1% level with regard to willingness, potential, identifying talent, talent competency assessment, overall assessment of TMS, recruiting and attracting, displays talent management, develop others, performance management, succession planning and overall performance through TMS. Hence there is significant difference between male and female employees with regard to willingness, potential, identifying talent, talent competency assessment, overall assessment of TMS, recruiting and attracting, displays talent management, develop others, performance management, succession planning and overall performance through TMS. It is based on mean score, Stress Management strategy for male is better than female in most of the dimensions due to their ability to stretch and take more responsibilities in the organization. There is no significant difference between male and female IT employees with regard to performance, readiness, criticalness, overall adoption of TMS, Stress Management strategy, overall impact of TMS, induction, compensation and rewarding, establishes and maintains positive relationship, provides meaningful and challenging works and manages work-life balance, since P value is greater than 0.05. Hence null hypothesis is accepted with regard to performance, readiness, criticalness, overall adoption of TMS, Stress Management strategy, overall impact of TMS, compensation and rewarding, establishes and maintains positive relationship, provides meaningful and challenging works and manages work-life balance. Stress Management is an espoused and enacted commitment to implementing an integrated, strategic and technology enabled approach to human resource management (HRM). This commitment stems in part from the widely shared belief that human resources are the organization's primary source of competitive advantage; an essential asset that is becoming in increasingly short supply. The benefits of an effectively implemented Stress Management strategy include improved employee recruitment and retention rates, and enhanced employee engagement. These outcomes in turn have been associated with

improved operational and financial performance. The external and internal drivers and restraints for Stress Management are many. Of particular importance is senior management understanding and commitment.

IV-ANOVA FOR SIGNIFICANT DIFFERENCE AMONG AGE GROUPS IN YEARS

Null Hypothesis: There is no significant difference among age groups in years with respect to factor of Talent Management strategy of IT employees

Table - 4

ANOVA for significant difference among age groups in years with respect to factor of Talent Management strategy of IT employees

Factors of Talent Management strategy of IT employees	Age Group in years			F value	P value
	Below 25	25-30	Above 30		
Performance	7.78 ^b (2.11)	7.64 ^b (1.54)	6.81 ^a (.76)	11.688	<0.001**
Readiness	10.45 (2.79)	10.67 (1.77)	10.62 (2.17)	0.852	0.427
Willingness	8.36 ^a (2.43)	9.30 ^b (1.73)	8.62 ^a (2.51)	17.154	<0.001**
Criticalness	8.40 ^b (2.60)	7.91 ^a (1.93)	7.82 ^a (1.61)	5.834	0.003**
Potential	14.31 ^{ab} (3.31)	14.91 ^b (2.65)	13.81 ^a (2.32)	5.763	0.003**
Overall Adoption of TMS	49.31^{ab} (10.70)	50.43^b (6.85)	47.69^a (8.85)	3.045	0.048*
Identifying Talent	38.19 ^a (11.54)	40.72 ^b (5.53)	40.72 ^b (9.08)	7.756	<0.001**
Talent Competency Assessment	25.31 ^a (6.68)	28.42 ^b (4.14)	24.87 ^a (5.23)	28.301	<0.001**
Talent Management Strategy	39.42 ^a (13.98)	38.58 ^b (7.54)	35.08 ^a (8.36)	5.597	0.004**
Overall Assessment of TMS	102.91^{ab} (28.33)	107.72^b (11.46)	100.67^a (16.52)	4.743	0.009**
Overall Impact of TMS	51.62^a (14.92)	51.94^a (11.98)	53.35^a (8.70)	.702	0.496*
Induction	32.34 ^a (6.41)	32.85 ^a (3.07)	33.96 ^b (3.37)	4.121	0.016*
Recruiting and Attracting	21.76 ^b (6.17)	18.87 ^a (7.02)	22.55 ^b (6.58)	23.234	<0.001**
Compensation and Rewarding	23.90 ^b (7.41)	20.06 ^a (6.11)	27.75 ^c (5.40)	52.330	<0.001**
Displays Talent Management	16.14 ^a (5.47)	16.76 ^{ab} (3.02)	17.38 ^b (4.51)	3.788	0.023*
Develop Others	24.88 ^b (7.32)	22.80 ^a (5.08)	25.53 ^b (5.16)	11.130	<0.001**
Establishes and Maintains Positive Relationship	26.04 ^b (6.58)	24.51 ^a (3.26)	26.16 ^b (6.84)	6.849	0.001**
Provides Meaningful and Challenging Works	21.07 ^b (5.28)	19.50 ^a (3.79)	25.59 ^c (1.96)	59.716	<0.001**
Manages Work-Life Balance	19.19 (6.66)	18.86 (5.36)	20.53 (5.05)	2.688	0.068
Performance Management	38.30 ^b (8.44)	34.65 ^a (7.50)	39.94 ^b (10.73)	23.112	<0.001**
Succession Planning	20.83 ^b (6.03)	18.28 ^a (4.29)	20.91 ^b (5.69)	21.288	<0.001**
Overall Performance through TMS	244.45^b	227.13^a	260.32^c	18.137	<0.001**

	(58.16)	(26.41)	(50.30)		
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Note: 1. the value within bracket refers to SD

2. ** denotes significant at 1% level

3. * denotes significant at 5% level

Different alphabet among Age groups in years denotes significant at 5% level using Duncan Multiple Range Test (DMRT). Since P value is less than 0.01, null hypothesis is rejected at 1% level with regard to factors of Performance, Willingness, Criticalness, Potential, Identifying Talent, Talent Competency Assessment, Talent Management Strategy, Overall Assessment of TMS, Recruiting and Attracting, Compensation and Rewarding, Develop Others, Establishes and Maintains Positive Relationship, Provides Meaningful and Challenging Works, Performance Management, Succession Planning and Overall Performance through TMS. Hence there is significant difference between age group with regard to factors of Performance, Willingness, Criticalness, Potential, Identifying Talent, Talent Competency Assessment, Talent Management Strategy, Overall Assessment of TMS, Recruiting and Attracting, Compensation and Rewarding, Develop Others, Establishes and Maintains Positive Relationship, Provides Meaningful and Challenging Works, Performance Management, Succession Planning and Overall Performance through TMS. Based on Duncan Multiple Range Test (DMRT), the age group of Above 30 years is significantly differed with age group Below 25 years and 25-30 years at 5 % level in Performance. The age group Below 25 years and above 30 years is significantly differed with age group 25-30 years with respect to Willingness, Talent Competency Assessment and Talent Management Strategy. The age group Above 30 years is significantly differed with age group 25-30 years at 5% level, with respect to Potential, Overall Assessment of TMS. The age group Above 30 years and 25-30 years is significantly differed with age group Below 25 years at 5 % level in Criticalness. The age group Below 25 years is significantly differed with age group 25-30 years and Above 30 years at 5 % level in Identifying Talent. The age group 25-30 years is significantly differed with age group Below 25 years and Above 30 years at 5 % level in Recruiting and Attracting, Develop others, Establishes and Maintains Positive Relationship, Performance Management, Succession Planning. The age group play an important role when we discuss about the talent management in IT set up.

Since P value is less than 0.05, null hypothesis is rejected at 5% level with regard to Overall Adoption of TMS, Overall Impact of TMS, Induction and Displays Talent Management. Hence there is significant difference between age group with regard to Overall Adoption of TMS, Overall Impact of TMS, Induction and Displays Talent Management. Based on Duncan Multiple Range Test (DMRT), the age group Below 25 years and 25-30 years is significantly differed with age group Above 30 years at 5 % level in Induction.. The age group Below 30 years are significantly differed with age group 25-30 years and Above 30 years and also age group 25-30 years is significantly differed with Below 25 years at 5% level in Displays Talent Management. The significant age group shows the response towards the talent management initiatives in an organization.

There is no significance difference between age group with regard to Readiness, Manages Work-Life Balance since P value is greater than 0.05. Hence the null hypothesis accepted at 5% level with regard to Readiness, Manages Work-Life Balance. The work life balance of the employees serving in the It industry always associated with contributing the maximum time for the effort put forth by the Organization and employees aware that they manage both their jobs as well as family life.

12. FINDINGS, SUGGESIONS AND CONCLUSION

FINDINGS

From the study it was analyzed that, Stress directly affects the individual and groups in an organization, but indirectly affects the entrepreneurs. Entrepreneur is the person who has to face all the uncertainties happening in the organisation and responsible for the losses incurred if any. In order to avoid such uncertainties the entrepreneur automatically creates a stressful environment for the employees in the organisation. Unfortunately, this ends badly with lots of effects to the individual as well as the organisation affecting the output.

SUGGESTIONS

Workplace stress can bring about the expected output for the entrepreneur, but it has a drastic impact on the employees of the organisation. A stressless working environment also cannot bring out an efficient output. Hence stress can be given in the workplace with the guidance to tranmute it into positivereinforcement. The guidance may include the following suggestions,

- The stress can be considered as a hydraulic lift for acquiring self efficacy.
- Can be taken as aoppurtunity for experiencing the flow of the project.
- Struggles to overcome the stress can enroll the empolyees in adopting the right attitude.

If work related stress is managed effectively, it can have the following benefits for a business:

- Happier workforce with high morale
- Increased productivity
- Less presenteeism (present at work but not fulfilling requirements of role) and absenteeism
- Reduced sickness pay
- Reduced recruitment costs
- Reduced training costs

- Retention of organisational knowledge

CONCLUSION

The study helps the entrepreneur in transmuting the stress in the working environment in to a positive reinforcement. But, due to the dynamisms occuring in the prevailing environment the entrepreneur as well as the employees may find it difficult to consider stress in a positive way. A continous inheritance of the stress reducing techniques might bring about a better result as human mind can be controlled by himself psychologically.

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