

Employer and Employee Perception on Job Attrition in IT Industry: A Gap Analysis

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Abstract

Now a days IT industry facing a problem of high staff attrition, so the researcher interested to analyze the problem .So the project titled “**Employer and Employee Perception on Job Attrition in IT Industry: Gap Analysis on contributing Factors of attrition in IT Industry**”_was undertaken. The Study was made only to the staffs working in IT companies in Chennai. The research methodology was descriptive research and convenient sample is taken for analyzing. The sample size for this study was 500 employees and 50 employers. The samples were collected through questionnaire with open ended questions. The tools used for analyzing the data's were Mann-Whitney U Test. The major findings from the analysis are the opinion of employer and employee are differs in following aspects with respect to job attrition. Those issues are Non-motivational issue, Work stress, Non-adjustability and No Freedom to upgrade, career hurdle, recognition and job imparity. So, the research is concluded that the management should consider the above causes, in order to reduce employee attrition. Management should implement some new activities and innovative HR practices in order to solve employee issues, which will be beneficial for the management to reduce attrition and increase employee attitude and to sustain in the organization.

Key words: *Employee attrition, Work stress, career hurdle*

Introduction

In the recent decades the Indian industry has changed its outlook. The employment scene has changed its appearance. The factors like skill sets, job satisfaction drive the employment and not just the money. The employer hence faces the heat of continuous employee turnover. Continuous efforts are made by the companies to control the employee turnover rate. As it directly affects the performance of the companies as many people leave the organizations for various reasons at crucial points. This turnover is normally known as ATTRITION. With today's baby boomer generation to retire from the labor market, many companies are finding it increasingly difficult to retain employees. Attrition is becoming a serious problem in today's cooperate environment. The employment culture is changing as well. It is now relatively common to change jobs every few years, rather than grow with one company throughout the employment life as was once commonplace. In addition, employees are increasingly demanding a balance between work and family life.

Attrition costs for many organizations are very high and can significantly affect the financial performance of an organization. Direct costs recruitment, selection and training of new people. Indirect costs include such things as increased workloads and overtime expenses for coworkers, as well as reduced productivity associated with low employee morale. Estimated costs vary from organization to organization, some as low as a few hundred dollars to as four times the annual salary of the employee. Employee attrition is very big problem not only in Indian but outside India too. Attrition rate is increasing day by day and it's especially the software industry which is affected the most. Why an employee leaves a company is the question asked by most of the employers. Companies even hire private HR professionals to study company's work and find out why an employee is dissatisfied.

Growth of India's IT Industry

India's IT industry has recorded phenomenal growth over the last decade. During the period from 1992-2001, the compounded annual growth rate of the Indian IT services industry has been over 50%. The software sector in India has grown at almost double the rate of the US software sector. The

statistics of the India's IT industry substantiates the huge momentum acquired by the IT sector in the recent past. During the financial year 2000-2001, the software industry in India accounted for \$8.26 billion. The corresponding figure was \$100 million 10 years back. As per the report of a study undertaken by NASSCOM-McKinsey, the software export from Indian IT industry is likely to reach 50 billion US dollars in the year 2008. This growth rate of the software sector for the year 2008 has been projected on the basis of the 35% per year growth rate achieved in the last couple of years.

Export of software and services from India is expected to add almost 41 billion US dollars to the annual revenue of the Indian government in the current year. The share of technology industry in India's GDP is expected to reach 5.5% in 2008; while the corresponding figure in 1998 was as small as 1.2%. The study of NASSCOM has revealed that the growth of India's IT industry has prompted the growth of Indian exports by almost 36%. Another favorable effect of India's IT boom is the expansion of opportunities of employment. By the end of fiscal year 2008, the IT sector of India is expected to employ around 2 million skilled Indian youths. The growth of India's IT sector has brought about many other positive changes in the Indian economy. The purchasing power of a large section of Indian population has increased dramatically. This has resulted in an increase in the average standard of living of the majority of population of the country. The increase in purchasing power of the common people has propelled the growth rate of the other sectors of the economy as well. There has been considerable increase in the amount of fund available for venture capitalism and equity financing. India is now home to a number of IT giants. The operations of IT firms like Wipro, Infosys, Accenture, Capgemini, Tata Consultancy Services and many more in different locations of India have changed the entire scenario of the Indian job market. The ITES sector has also come up to complement the growth of Indian IT sector.

ATTRITION

Attrition may refer to the gradual reduction of the size of an workforce by not replacing personnel lost through retirement or resignation

ATTRITION RATE - FORMULA

Attrition rate (%) = $\frac{\text{Number of employees resigned for the month}}{\text{Total number of employees at the start of the month} + \text{Number of employees joined for that month} - \text{Number of employees resigned}} \times 100$

REASON FOR ATTRITION IN IT INDUSTRY

There can be various reasons for people leaving their current jobs. Some of these include:

1. Ambitions or Career Aspirations: It is but natural in a growing society and growing economy that employees at all levels aspire to build their career. There are economic aspirations, professional aspirations, family aspirations and all kinds of aspirations and ambitions that affect a person's desire to move. It is rare not to have such career aspirations. In the past, organizations grew at a pace and stability and individuals mostly saw their career in the current organization and stuck to the same. Now a day's either organizations don't grow at the pace at which the individual career aspirations grow or other organizations grow at a pace that matches the individual causing individuals to move. When you treat all the world as a large space for growth and building a career, it is futile for any organization to all the time compete with the rest of the world and try to provide careers for all the employees at the same pace at which the entire world or the best of the organizations in the world is moving. It is better to appreciate the growth and mobility and movement of the mind and take attrition as a natural phenomenon than to be agitated about it and have sleepless nights. However, if the organization can do something to create new opportunities, that meet the growing aspirations of competent people, it should certainly be attempted. However, such attempts require correct diagnosis of the situation.

Comparisons and Equity Considerations: Comparisons with peers or classmates from the same college, batch, age group, organization, first job, city, etc. there are numerous dimensions on which similarities can be picked up and compared. Individuals today are flooded with such comparisons. Business magazines, compensation surveys by consultants and MNC companies have only aggravated this situation and enhanced comparisons. Organizations in their zeal to compete with one another in the market places commission such compensation surveys and further fuel the situation instead of controlling it.

Parental and family mobility; Sometimes the desire to be with the closed ones also pushes the person to move. Although we have largely moved away from the joint family concept, there are still strong affiliations and affections. Need for being close with the family, spouse, children, parents etc. at different stages of one's life to fulfill different types of affiliation needs prompt a few people to leave their jobs and move from one city to another.

Personality factors: Some people have a high need for variety. They get bored and fatigued easily. They need to change their job or what they are doing at periodic intervals. Other wise they are restless and create morale problems with others working with them. They waste others time discussing organizational politics and polluting the atmosphere. Some people are constantly searching and seeking. They are highly ambitious and restless. They are highly achievement driven and want to achieve new heights in the shortest time. They have either been socialized so or fulfill their own power or other motives. Some may have a different motivation or value profile which may not be matched by the current job or the company and hence the decision to leave.

Job related factors: The job related factors that cause the decision to leave are many these include the following:

Inability to use ones' competencies

Lack of challenge

Boss and his styles

Lack of scope for growth in terms of position' salary, status and other factors

Role clarity

Job Stress or role stress or role stagnation

Lack of independence or freedom and autonomy

Lack of learning opportunities

Lack of excitement and innovation, novelty etc. in the job

These factors may be intrinsic and job related or extrinsic and job related or job chemistry related. Intrinsic factors are the factors related to the characteristic of the job. These are in plenty in BPOs where the work conditions (night work, work at odd hours, the nature of clients to deal with, etc) pose difficulties.

Extrinsic factors are factors like role clarity, independence and autonomy, bad boss, wrong chemistry of the team, work conditions that can be changed easily, lack of respect shown to the individuals, etc.

A large number of the extrinsic factors can be controlled.

Economic Factors: this deal with the aspirations in relation to salary and perks, housing, quality of living, need for savings etc.

In addition to these there could be many other factors that affect decisions:

Mobility of partner

Fatigue

Family reasons like having to look after old parents

Closeness to kith and kin ROI in education

COSTS RELATED TO ATTRITION

One of the best methods for calculating the cost of turnover takes into account expenses involved to replace an employee leaving an organization. These expenses are:

A. Recruitment cost

The cost to the business when hiring new employees includes the following six factors plus 10 percent for incidentals such as background screening:

Time spent on sourcing replacement

Time spent on recruitment and selection

Travel expenses, if any

Re-location costs, if any n Training/ramp-up time

Background/reference screening

B. Training and development cost

To estimate the cost of training and developing new employees, cost of new hires must be taken into consideration. This will mean direct and indirect costs, and can be largely classified under the following heads:

Training materials

Technology

Employee benefits

Trainers' Time

C. Administration cost

They include:

Set up communication system

Add employees to the HR system

Set up the new hire's workspace

Set up ID-cards, access cards, etc

Literature Review

Numbers of reviews had been conducted about the High Attrition Rates: Justification in present Scenario but due to paucity of time, a few snapshots of literature are given here.

Porter LW, Steers RM, Mowday RT, Boulian PV (1974) study is reported of the variations in organizational commitment and job satisfaction, as related to subsequent turnover in a sample of recently-employed psychiatric technician trainees. A longitudinal study was made across a 10 1/2 month period, with attitude measures collected at four points in time. For this sample, job satisfaction measures appeared better able to differentiate future stayers from leavers in the earliest phase of the study. With the passage of time, organizational commitment measures proved to be a better predictor of turnover, and job satisfaction failed to predict turnover. The findings are discussed in the light of other related studies, and possible explanations are examined. (Modified author abstract).

Most researchers (**Bluedorn, 1982; Kalliath TJ, Beck A, 2001; Kramer MW, Callister RR, Turban DB 1995; Peters L, Bhagat R, O'Connor EJ, 1981; Saks AM, 1996**) have attempted to answer the question of what determines people's intention to quit by investigating possible antecedents of employees' intentions to quit. To date, there has been little consistency in findings, which is partly due to the diversity of employed included by the researchers and the lack of consistency in their findings. Therefore, there are several reasons why people quit from one organisation to another or why people leave organisation. The experience of job related stress (job stress), the range factors that lead

to job related stress (stressors), lack of commitment in the organisation; and job dissatisfaction make employees to quit Firth L, David J Mellor, Kathleen A Moore, Claude Loquet (2004). This clearly indicates that these are individual decisions which make one to quit. They are other factors like personal agency refers to concepts such as a sense of powerlessness, locus of control and personal control. Locus control refers to the extent to which people believe that the external factors such as chance and powerful others are in control of the events which influence their lives Firth L, David J Mellor, Kathleen A Moore, Claude Loquet (2004).

Ferris, G.R The contributions of average exchange and leader-member exchange (LMX) to explaining variance in employee turnover were examined in an investigation designed to constructively replicate a study by Graen, Liden, and Hoel (1982). The results showed LMX to be a stronger predictor of turnover than average leadership style, although the effect size was not as large as in the Graen et al. study. Also, LMX predicted turnover better than did employee attitudes, despite the fact that employee attitudes seemed to mask the LMX-turnover relationship.

Aquino, K., Griffeth, R.W., Allen, D.G., & Hom, P.W(1997) conducted a study on “An integration of justice constructs into the turnover process: Test of a referent cognitions model” in this paper the authors propose a model for clarifying psychological processes by which felt deprivation instigates quitting. Using referent cognitions theory, which holds that individual dissatisfaction arises when a person compares existing reality to a more favorable alternative, the results illustrate that outcome and supervisor satisfaction are negatively related to withdrawal cognitions. Referents cognitions occur when individuals compare their outcomes with another person’s, and thus think about “what might have been”. The results explained that people may view existing outcomes as temporary because satisfaction may be influenced by what they expect to receive in the future. If they believe that the organization can change, then inferior outcomes may not necessarily produce dissatisfaction. But, if employees do not hold this belief, poor outcomes can produce negative responses directed inward (stress, depression) or outward (absenteeism, poor performance, resignations). Linkages between referent cognitions, turnover intentions, and turnover were established.

Cappelli, P. 2008, Most firms have no formal programs for anticipating and fulfilling talent needs, relying on an increasingly expensive pool of outside candidates that has been shrinking since it was

created from the white-collar layoffs of the 1980s. But the advice these companies are getting to solve the problem--institute large-scale internal development programs--is equally ineffective. Internal development was the norm back in the 1950s, and every management-development practice that seems novel today was routine in those years--from executive coaching to 360-degree feedback to job rotation to high-potential programs. However, the stable business environment and captive talent pipelines in which such practices were born no longer exist. It's time for a fundamentally new approach to talent management. Fortunately, companies already have such a model, one that has been well honed over decades to anticipate and meet demand in uncertain environments: supply chain management. Cappelli, a professor at the Wharton School, focuses on four practices in particular. First, companies should balance make-versus-buy decisions by using internal development programs to produce most--but not all--of the needed talent, filling in with outside hiring. Second, firms can reduce the risks in forecasting the demand for talent by sending smaller batches of candidates through more modularized training systems in much the same way manufacturers now employ components in just-in-time production lines. Third, companies can improve their returns on investment in development efforts by adopting novel cost-sharing programs. Fourth, they should seek to protect their investments by generating internal opportunities to encourage newly trained managers to stick with the firm. Taken together, these principles form the foundation for a new paradigm in talent management: a talent-on-demand system.

OBJECTIVES OF THE STUDY

The objective of the study is to analyse the gap between opinion of employer and employee with respect to job attrition in it industry.

SCOPE OF THE STUDY

This research helps to know about the reason for attrition.

This research helps to know about the costs associated with attrition

This research useful in find out the employer and employee opinion towards attrition

Methodology

The research conducted was descriptive research for the study. The technique used for the research is two stage stratified sampling. The sample size for this study was 500 employees and 50 employers working in IT companies in Chennai. The study was conducted for the period of 6 months. The primary data are collected through questionnaire and direct personal interviews. Mann-Whitney U Test is used for analysis.

Mann-Whitney Test for Organizational Factors

Null hypothesis

There is no significant difference between employer and employee opinion for job attrition towards organizational related factors.

Ranks

Factors	N			Mean Rank		Sum of Ranks	
	group			group		group	
	Employee	Employer	Total	Employee	Employer	Employee	Employer
Environmental Problem	500	50	550	273.18	298.70	136590.00	14935.00
Autocratic management	500	50	550	277.82	252.30	138910.00	12615.00
Non-motivational	500	50	550	270.00	330.52	134999.00	16526.00

Test Statistics^a

Factors	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Environmental Problem	11340.000	136590.000	-1.089	.276
Autocratic management	11340.000	12615.000	-1.112	.266
Non-motivational	9749.000	134999.000	-2.675	.007

DESCRIPTIVE STATISTICS FOR ORGANIZATIONAL FACTORS

Sl.No	Organizational Factors	Employee	Employer
1	Environmental Problem	3.54808	3.8542
2	Autocratic management	4.17684	4.1604
3	Non-motivational	3.579	3.84

INTERPRETATION

Since significant value is greater than 0.05 (5% level of significance), the null hypothesis is accepted for environmental problem and autocratic management. There is no significance difference between employer and employee opinion on these issues. However, non-motivational issue, there is a significant difference, so employer think that non-motivational factor in the reason for job attrition. Whereas employee don't think so, and they give importance to many other issues than this.

Mann-Whitney Test for Job Related Factors

Null hypothesis

There is no significant difference between employer and employee opinion for job attrition towards job related factors.

Ranks

	N group			Mean Rank group		Sum of Ranks group	
	Employee	Employer	Total	Employee	Employer	Employee	Employer
Job dissatisfaction	500	50	549	272.42	301.36	136208.50	14766.50
Work stress	500	50	550	281.75	213.04	140873.00	10652.00
Target pressure	500	50	550	276.17	268.76	138087.00	13438.00
Non-adjustablity	500	50	550	258.19	448.61	129094.50	22430.50
No Role clarity	500	50	550	276.32	267.26	138162.00	13363.00
Montonous job	500	50	550	276.53	265.22	138264.00	13261.00
Freedom to update	500	50	550	271.98	310.67	135991.50	15533.50
No Freedom to upgrade	500	50	550	269.39	336.57	134696.50	16828.50

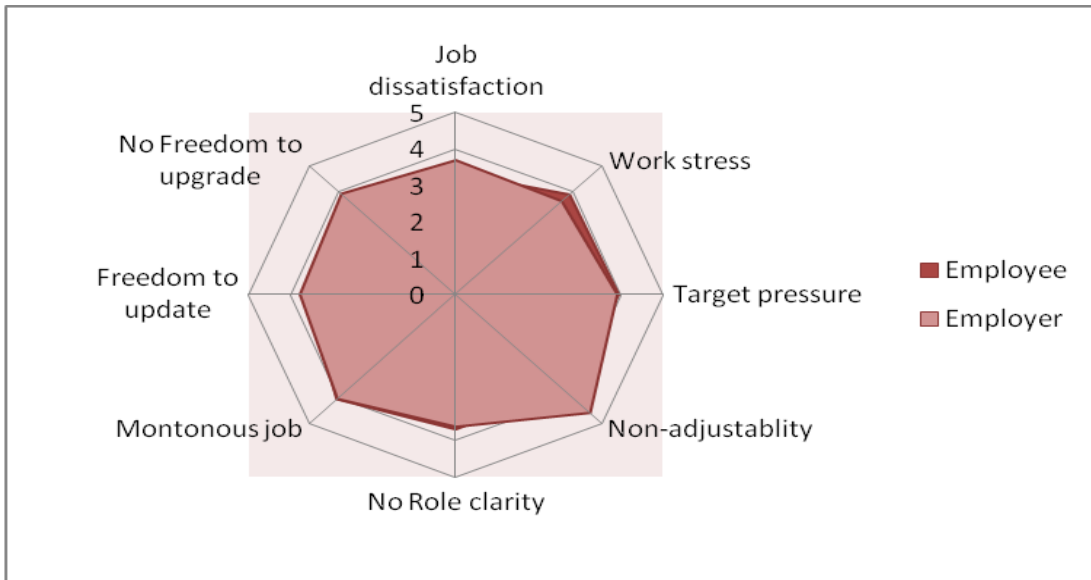
Test Statistics^a

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Job dissatisfaction	10958.500	136208.500	-1.221	.222
Work stress	9377.000	10652.000	-2.929	.003
Target pressure	12163.000	13438.000	-.319	.750
Non-adjustablity	3844.500	129094.500	-8.299	.000
No Role clarity	12088.000	13363.000	-.400	.689
Montonous job	11986.000	13261.000	-.493	.622
Freedom to update	10741.500	135991.500	-1.703	.089
No Freedom to upgrade	9446.500	134696.500	-2.936	.003

DESCRIPTIVE STATISTICS FOR JOB RELATED FACTORS

		Employee	Employer
1	Job dissatisfaction	3.33682	3.6738
2	Work stress	3.88158	3.6098
3	Target pressure	3.9285	3.89
4	Non-adjustablity	3.654	4.58
5	No Role clarity	3.702	3.62
6	Montonous job	4.059	4.04
7	Freedom to update	3.577	3.76
8	No Freedom to upgrade	3.648	3.9

RADAR CHART FOR JOB RELATED FACTORS



INTERPRETATION

Since significant value is greater than 0.05 (5% level of significance), the null hypothesis is accepted for job satisfaction, target pressure, no role clarity, monotonous job and freedom to update. There is no significance difference between employer and employee opinion on these issues. However factors like work stress, non-adjustability and no freedom to upgrade there is a significant difference of opinion on these issues, so employer think Work stress, Non-adjustability and No Freedom to upgrade all these factors are not responsible for job attrition whereas employees are giving more importance to work stress, non-adjustability and no freedom to upgrade.

Mann-Whitney Test for HR Related Factors

Null hypothesis

There is no significant difference between employer and employee opinion for job attrition towards HR related factors.

Ranks

	N group			Mean Rank group		Sum of Ranks group	
	Employee	Employer	Total	Employee	Employer	Employee	Employer
Support and Orientation	500	50	550	271.51	315.42	135754.00	15771.00
Career hurdle	500	49	549	266.52	361.49	133262.00	17713.00
Recognition	500	50	550	283.48	195.75	141737.50	9787.50
Job life span	500	50	550	276.52	265.26	138262.00	13263.00
Job imparity	500	50	550	283.86	191.93	141928.50	9596.50
Immoral	500	50	550	279.98	230.72	139989.00	11536.00
Non-mentoring	500	50	550	280.48	225.74	140238.00	11287.00

Test Statistics^a

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Support and Orientation	10504.000	135754.000	-1.868	.062
Career hurdle	8012.000	133262.000	-4.033	.000
Recognition	8512.500	9787.500	-3.877	.000
Job life span	11988.000	13263.000	-.485	.628
Job imparity	8321.500	9596.500	-3.934	.000
Immoral	10261.000	11536.000	-2.146	.032
Non-mentoring	10012.000	11287.000	-2.407	.016

HR RELATED FACTORS

		Employee	Employer
hr1	Support and Orientation	3.2888	3.6506
hr2	Career hurdle	3.3672	3.853061
hr3	Recognition	4.32482	4.107
hr4	Job life span	3.5935	3.565
hr5	Job imparity	3.851	3.525
hr6	Immoral	3.7819	3.5604
hr7	Non-mentoring	3.672	3.33

INTERPRETATION

Since significant value is greater than 0.05 (5% level of significance), the null hypothesis is accepted for support and orientation, job life span, immoral and non-mentoring. There is no significance difference between employer and employee opinion on these issues. However factors like career hurdle, recognition and job imparity there is a significant difference of opinion on these issues. Employer think career hurdle, recognition and job imparity all these factors are not responsible for job attrition but employees are giving more importance to career hurdle, recognition and job imparity .

Mann-Whitney Test for Family Related Factors

Null hypothesis

There is no significant difference between employer and employee opinion for job attrition towards family related factors.

Ranks

	N group			Mean Rank group		Sum of Ranks group	
	Employee	Employer	Total	Employee	Employer	Employee	Employer
Work-life struggle	500	50	550	272.07	309.84	136033.00	15492.00
Immovability	500	50	550	280.83	222.23	140413.50	11111.50
Gap personal - work	500	50	550	276.85	261.96	138427.00	13098.00
Jobstress on family	500	50	550	273.86	291.89	136930.50	14594.50
No relaxation	500	50	550	270.26	327.90	135130.00	16395.00

Test Statistics^a

	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Work-life struggle	10783.000	136033.000	-1.609	.108
Immovability	9836.500	11111.500	-2.517	.012
Gap personal - work	11823.000	13098.000	-.668	.504
Jobstress on family	11680.500	136930.500	-.792	.428
No relaxation	9880.000	135130.000	-2.526	.012

FAMILY RELATED FACTORS

		Employee	Employer
f1	Work-life struggle	3.33778	3.6686
f2	Immovability	3.8825	3.6598
f3	Gap personal - work	4.314	4.36
f4	Jobstress on family	3.742	3.81
f5	No relaxation	3.543	3.81

INTERPRETATION

Since significant value is greater than 0.05 (5% level of significance), the null hypothesis is accepted for family related factors. This shows that employee and employer opinion regarding family related factors are same.

FINDINGS

1. With respect to organizational related factors employer and employee opinion on environmental problem and autocratic management are same. Their opinion differs in non-motivational issues.

2. With respect to Job related factors employer and employee opinion on job satisfaction, target pressure, no role clarity, monotonous job and freedom to update are same. However factors like work stress, non-adjustability and no freedom to upgrade there is a difference of opinion between employer and employee.

3. With respect to HR related factors employer and employee opinion on support and orientation, job life span, immoral and non-mentoring. However factors like career hurdle, recognition and job imparity there is a difference of opinion between employer and employee.

4. With respect to family related factors employer and employee opinion are same.

SUGGESTIONS

1. Employer should introduce some motivational technique in order to reduce job attrition.

2. Employer should take step in order to make satisfied job.

3. Repeated work should be avoided.

4. Employer concentrate on target pressure, role clarity, freedom to update, support and orientation, job life span, immoral and non-mentoring in order to reduce job attrition.

CONCLUSION

According to the research analyzed on the topic, “Employer and Employee Perception on Job Attrition in It Industry: Gap Analysis on Contributing Factors of Attrition in It Industry” is that, the major identification of the study is that employees are not satisfied with the following matters: non-motivational issues. Work stress, non-adjustability and no freedom to upgrade, career hurdle, and recognition and job imparity. So I conclude that, the companies should take several steps which would be helpful to reduce the employee’s attrition in the company and well as the employees will be motivated and there will be raise in employee attitude towards the organization and they will sustain in the organization.

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