

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories
Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.
as well as in Open J-Gate, India (link of the same is duly available at Infibnet of University Grants Commission (U.G.C.))

Registered & Listed at: Index Copernicus Publishers Panel, Poland

Circulated all over the world & Google has verified that scholars of more than 1500 Cities in 141 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

www.ijrcm.org.in

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	THE RELATIONSHIP BETWEEN CAPITAL AND OWNERSHIP STRUCTURES WITH THE CREATED SHAREHOLDER VALUE IN TEHRAN STOCK EXCHANGE <i>MOHAMADREZA ABDOLI, MOHAMADREZA SHORVARZI & SYED NAJIBALLAH SHANAEI</i>	1
2.	IMPACT OF GOOD GOVERNANCE ON THE CORPORATE GOVERNANCE IN BANGLADESH <i>MD. ZAHIR UDDIN ARIF, MD. OMAR FARUQUE & UDAYSHANKAR SARKAR</i>	6
3.	DETERMINANTS OF JOB PERFORMANCE OF ADMINISTRATIVE STAFF IN LADOKE AKINTOLA UNIVERSITY OF TECHNOLOGY, OGBOMOSO, NIGERIA <i>AKANBI F. K. & OJOKUKU R. M.</i>	9
4.	THE NEXUS BETWEEN ORGANIZATIONAL CULTURE AND TOP MANAGEMENT SUPPORT AS AN INFLUENCE TO THE ADOPTION OF INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) IN THE RWANDAN COMMERCIAL BANKS <i>MACHOGU MORONGE ABIUD & LYNET OKIKO</i>	14
5.	THE ROLE OF CORPORATE REPUTATION ON TRAVEL AND LEISURE COMPANIES PERFORMANCE IN MALAYSIA <i>SAHAR E-VAHDATI</i>	20
6.	HR AUDIT: AN EVALUATION OF HR PRACTICES <i>MARIAM AHMED</i>	23
7.	BENEFITS AND CHALLENGES OF CONVERGENCE TO INTERNATIONAL FINANCIAL REPORTING STANDARDS BY PUBLIC ACCOUNTABILITY COMPANIES IN NIGERIA <i>ISHAQ ALHAJI SAMAILA</i>	29
8.	FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN AN ENTERTAINMENT INDUSTRY <i>A. ANGELINE EMMEMA, N.AJAN & C.KARTHIKEYAN</i>	35
9.	AN INSIGHT INTO XBRL: INDIAN PERSPECTIVE <i>DR. SUMIT GARG & RITIKA AGGARWAL</i>	43
10.	EMPLOYEES' SATISFACTION AND INDUSTRIAL RELATIONS – A STUDY OF SELECTED INDUSTRIAL UNITS OF AHMEDABAD AND ANAND DISTRICTS <i>DR. VIJAYSINH M. VANAR</i>	48
11.	AN EMPIRICAL STUDY ON TALENT MANAGEMENT – AN OUTMOST OPPORTUNITY FOR ORGANIZATION'S SUCCESS <i>NANDINI M. DESHPANDE</i>	61
12.	A STUDY OF HUMAN RESOURCES RELATED CONFLICTS IN SOFTWARE INDUSTRIES IN HYDERABAD <i>RAMAKRISHNA SASTRY GHATTY & DR. V. MADHUSUDHAN PRASAD</i>	65
13.	CAPITAL STRUCTURE (DEBT-EQUITY) OF INDIAN PHARMACEUTICAL INDUSTRY – A STUDY <i>K. PADMINI & C. SIVARAMI REDDY</i>	70
14.	GAINING LEVERAGE FROM SUPPLY CHAIN TO MAXIMIZE PROFITS <i>DR. MADHU JASOLA & SHIVANI KAPOOR</i>	74
15.	BUSINESS CYCLE STAGES AND HUMAN CAPITAL COST – AN EMPIRICAL STUDY OF SERVICE SECTOR COMPANIES IN INDIA <i>DR. YAMINI KARMARKAR & PRACHI JAIN</i>	79
16.	A COMPARATIVE STUDY ON CUSTOMER PREFERENCE ON MOBILE COMMUNICATION WITH REFERENCE TO THE SERVICE PROVIDED BY PRIVATE (AIRTEL) AND PUBLIC (BSNL) SECTOR IN COIMBATORE DISTRICT <i>DR. G.SAKTHIVEL</i>	85
17.	THE BRAND IMAGE & SATISFACTION LEVEL OF DEALERS AND SURROGATE BUYERS OF AMBUJA CEMENT LIMITED IN SAURASHTRA REGION <i>UTKARSH. H. TRIVEDI & JIGNESH. B. TOGADIYA</i>	88
18.	SMALL PACKAGING- MAKING THINGS AFFORDABLE (A STUDY OF RURAL CONSUMERS) <i>RANJEET KAUR & AMANDEEP KAUR</i>	100
19.	A REVIEW OF VIRTUAL LEARNING METHODOLOGY IN THE DEVELOPMENT OF SALES WORKFORCE <i>KETAN KANAUIA & L. R. K. KRISHNAN</i>	106
20.	CLASSIFICATION OF INVESTORS' IN INDIAN SECURITIES MARKET WITH REFERENCE TO TAMILNADU – A DISCRIMINANT ANALYSIS <i>DR. V. DHEENADHAYALAN</i>	115
21.	MARKETING IN ORGANIZED RETAIL ENVIRONMENT: A RETAILERS PERSPECTIVE <i>VASUNDRA</i>	123
22.	A STUDY ON EFFECT OF CSR INITIATIVES OF AUTOMOTIVE COMPANIES ON CONSUMER BUYING BEHAVIOR <i>SHILKI BHATIA</i>	126
23.	EMPLOYEES PERCEPTION ON DAY – SHIFT V/S NIGHT - SHIFT JOBS (WITH SPECIAL REFERENCE TO BPO SECTORS IN HYDERABAD) <i>ANITA D'SOUZA</i>	133
24.	AN OVERVIEW OF THE CHALLENGES FACED BY ITES /BPO EMPLOYEES IN INDIA AND THE NEED FOR NATIONAL LEGISLATURE TO PROTECT EMPLOYEE RIGHTS OF THIS SECTOR <i>ANJALI PASHANKAR</i>	139
25.	INSURANCE BUSINESS IN INDIA - AN OVERVIEW <i>VENKATESH BABU S</i>	143
26.	LEADERSHIP STYLES IN DYEING AND PRINTING INDUSTRY (WITH REFERENCE TO JETPUR CITY OF RAJKOT DISTRICT) <i>ANKITA DHOLARIYA</i>	147
27.	INTEGRATION OF INDIAN STOCK MARKET WITH ASIAN AND WESTERN MARKETS <i>RAKESH KUMAR</i>	153
28.	EFFECT OF SALES PROMOTION ACTIVITIES ADOPTED BY MAHINDRA AUTOMOBILES ON RURAL MARKET OF PUNJAB <i>PRANAV RANJAN & RAZIA SEHDEV</i>	160
29.	IDENTIFICATION OF KEY STRATEGIC FACTORS IN APPAREL SOURCING DECISIONS BY INDIAN RETAILERS; A CASE BASED STUDY <i>PARAGI SHAH</i>	165
30.	GROWTH AND PROSPECTS OF INDIAN MUTUAL FUND INDUSTRY - A REVIEW <i>B. USHA REKHA</i>	171
	REQUEST FOR FEEDBACK	179

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

PATRON

SH. RAM BHAJAN AGGARWAL

Ex.State Minister for Home & Tourism, Government of Haryana
Vice-President, Dadri Education Society, Charkhi Dadri
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana, Ambala, Haryana

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., HaryanaCollege of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), MaharajaAgrasenCollege, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. BHAVET

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana, Ambala, Haryana

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, YanbuIndustrialCollege, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

UniversitySchool of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P.J.L.N.Government College, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. V. SELVAM

SSL, VIT University, Vellore

PROF. N. SUNDARAM

VIT University, Vellore

DR. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

DR. S. TABASSUM SULTANA

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Management Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email address: infoijrcm@gmail.com.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. COVERING LETTER FOR SUBMISSION:

DATED: _____

THE EDITOR
IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION**REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure. Sources of data should be mentioned below the table/figure.** It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use (ed.) for one editor, and (ed.s) for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

EMPLOYEES PERCEPTION ON DAY – SHIFT V/S NIGHT - SHIFT JOBS (WITH SPECIAL REFERENCE TO BPO SECTORS IN HYDERABAD)

ANITA D'SOUZA
ASST. PROFESSOR
DEPARTMENT OF COMMERCE
BADRUKA COLLEGE – PG CENTER
KACHIGUDA

ABSTRACT

In today's modern 24/7 economy, night shifts are becoming more common. Previously, night shift jobs were a relative rarity, confined to particular businesses or skeleton crews that kept a bare minimum of a functions operating until morning. However many businesses now by necessity maintain full operations around the clock. This increasing demand for night shift workers has highlighted many of the social and health negatives that can be associated with working such unsociable hours, and many studies have been devoted to this area. However, there are some real tangible advantages to working the night shift. The impact of shift work on people's daily health habits and adverse health outcomes should be well understood. Night jobs or graveyard shifts are one of the most difficult works available on the job market today. However, they also offer the best pay and incentives because most employers know that working at night is totally different from working a day shift job. Night jobs have been on an increasing trend ever since a few years back. Aside from jobs in which night shifts are really necessary, the trend to work at night has been proven to be paying more as compared to day jobs. Money is the main difference between the two as night shifts usually offer more pay with most industries paying more financial premiums.

KEYWORDS

Night shifts, Business process outsourcing, IT industry, Employees perception.

INTRODUCTION

BPO stands for Business Process Outsourcing and is "the delegation of an intensive business process to an outside service provider who owns administers and manages it according to a defined set of metrics". BPO is generally for back-end administrative functions that are necessary to run a business but are not a part of the core business. Business Process Outsourcing is the transfer of direct managerial responsibility but not accountability to an unaffiliated, third party service provider who performs services previously delivered by internal staff and management. Globalization, competitive markets and mergers and acquisitions are the primary stimuli for BPO.

COMPANY PROFILE

- **AUTOMATIC DATA PROCESSING INC (ADP)**

Automatic Data Processing Inc (NASDAQ:ADP) is one of the largest global service providers of a wide range of mission – critical, information – based transaction processing business solutions. In fact, as their corporate line says we are "THE BUSINESS BEHIND BUSINESS". Globally, ADP is a highly respected company. It's the only IT service company to, have got "AAA" rating from both standard & Poor's and Moody's. Enabled Services to ADP business divisions worldwide. Established in 1999,

- **THOMSON REUTERS**

Thomson Reuters is a global leader in providing essential information to the world's businesses and professionals in Law, Financial Services, Tax & Accounting, Media & News, Healthcare and Scientific Research. With their deep expertise and understanding of these professions, they are able to offer our customers a broad range of innovative products and services. The relevant, insightful information and intuitive supporting systems we provide enable our customers to be successful. Thomson Reuters has operations in 93 countries around the globe.

LITERATURE SURVEY

Preliminary evidence from studies of business process outsourcing (BPO) experiences, like those into IT outsourcing's success, suggests that only a minority of organizations report their BPO arrangements as satisfactory, implying that many are caught in this "can't go back" bind. In this paper the authors examine two organizations contemplating the adoption of BPO, and consider their expectations and experiences in light of existing empirical literature. The paper concludes with a set of principles to assist organizations to avoid BPO failure. The people who work in these call centers — indeed, in any company in India — do so out of choice, not coercion. Modern society is moving toward a pattern of working twenty-four hours a day.

Essential services provided by police departments, fire brigades, ambulance officers and hospital employees have traditionally always operated throughout a twenty-four period. Increasingly other services such as restaurants, petrol stations, and grocery/convenience stores are open twenty-four hours in order to accommodate night workers (Geliebter, 2000). Over the last several decades, there has been a rapid increase in the number of shift workers worldwide (Sudo and Ohtsuka 2001). In Australia in 2003, a national survey found that over one million employees (14%) had worked shift work in the previous four weeks. Of these shift workers, 46% had worked a rotating shift (ABS 2004). Health and community services have the second highest proportion of shift workers of any industry in Australia (32.3%: ABS 2004). As people work irregular hours, their daily routine is interrupted. Regular eating and exercise habits are difficult to maintain (Geliebter, 2000). Consequently, shift workers have a higher prevalence of being overweight (Chee, 2004; Sudo and Ohtsuka 2001). In addition, shift workers also have more adverse life-style behaviours, such as higher tendency to smoke (Reeves 2004) and drink alcohol (Nakamura, 1997). These daily habits (diet, exercise, smoking and alcohol consumption) and their immediate consequences (e.g. obesity) are the fundamental causes of many chronic diseases (Mcginis and Foege 1993). An unhealthy diet often leads to being overweight and contributes to circulatory diseases, diabetes mellitus and various forms of cancer (Vuori 1998). Lack of exercise is closely associated with food related ill health (Nestle and Jacobson 2000). A person who is obese is at greater risk of cardiovascular risk factors (Orzano and Scott 2004). Cigarette smoking has been identified as a classical risk factor for coronary heart disease (Kannel, 1987). Alcohol consumption also increases the risk of chronic disease (Rehm, 2006).

NEED OF THE STUDY

This study is taken up to know the perception of the employees towards day – shifts v/s night shifts. As BPO sector is a booming industry, today's youth are getting more attracted towards BPO jobs when compared to the other jobs. The motivational factors behind the selection of a particular shift are also sufficiently highlighted. As night shifts involve lot of mental stress and health related issues, this study is taken to analyse as to what are the adverse effects of night shifts when compared to day – shift jobs

OBJECTIVES

1. To study the role and significance of BPO jobs in Hyderabad
2. To study the motivational factors affecting the employees in choosing day – shift jobs or night shift jobs
3. To know the benefits and adverse effects of BPO jobs on the employees.

RESEARCH METHODOLOGY

SAMPLE SIZE

The project data is collected on the information from 100 respondents who are the BPO company employees. The companies included in the study are ADP and Thomson Recruiters in Hyderabad.

SAMPLING TECHNIQUE

The sampling technique adopted was the random sampling technique. The respondents for the study were chosen following the random sampling method.

SOURCES OF DATA COLLECTION

The data collected for the study included Primary data and the secondary data

1. PRIMARY DATA

Primary data is the original data collected specially for the problem at hand. Two methods are used to collect primary data are Structured Questionnaire and Formal Interview

• **STRUCTURED QUESTIONNAIRE**

A structured questionnaire was prepared and circulated to the employees to know their opinion on employees' perception on day – shift v/s night - shift jobs in their organization. They had to tick the right option given for each question.

• **FORMAL INTERVIEW**

Formal interview was conducted with the employees of the organization to know about the quality and management activities implemented in the organization.

2. SECONDARY DATA

The secondary data for the study was obtained from Books, Journals, Catalogues & Websites

DATA ANALYSIS AND INTERPRETATION

Data obtained has been analyzed and interpreted for each questionnaire, percentage method was used and graphs were drawn accordingly.

PERCENTAGE METHOD

Percentage method is used in making the comparison between the series of data

$$\text{Percentage of Respondents} = \frac{\text{Number of respondents}}{\text{Total number of respondents}} \times 100$$

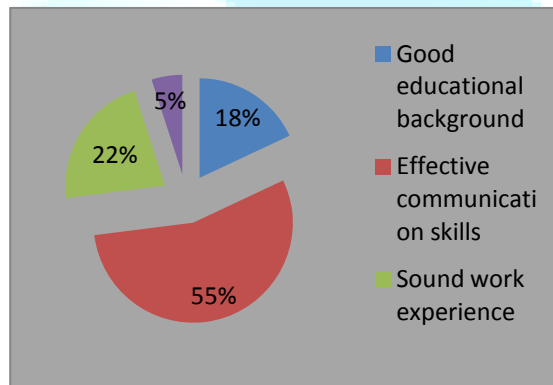
LIMITATIONS

1. Duration of the study was for period of 45 days which was not sufficient for a detailed study.
2. The study has been conducted in Hyderabad only by taking a limited sample of 100 which may not give the true picture of population.
3. The study was confined to middle level and junior level management executives excluding top management executives because of their busy schedule.

DATA ANALYSIS & INTERPRETATION

1. According to you what are the pre-requisites for an individual to possess BPO jobs

CHART 1: CHART SHOWING THE PRE-REQUISITES TO POSSESS BPO JOBS.

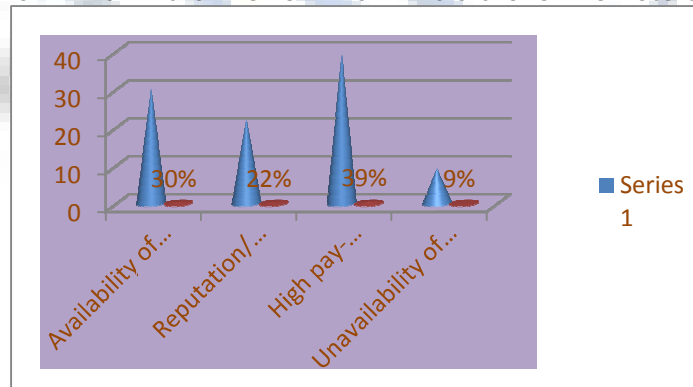


INTERPRETATION

From the above analysis, it can be inferred that 18% of the employees say that good educational background is the pre-requisites for an individual to possess BPO jobs, 55% of the employees say that effective communication skills are the pre-requisites for an individual to possess BPO jobs, 22% of the employees say that sound work experience is the pre-requisites, while 5% say that other factors too are required.

2. What according to you acts as motivational factor for an individual to opt for BPO jobs?

CHART 2: CHART SHOWING MOTIVATIONAL FACTORS FOR OPTING BPO JOBS

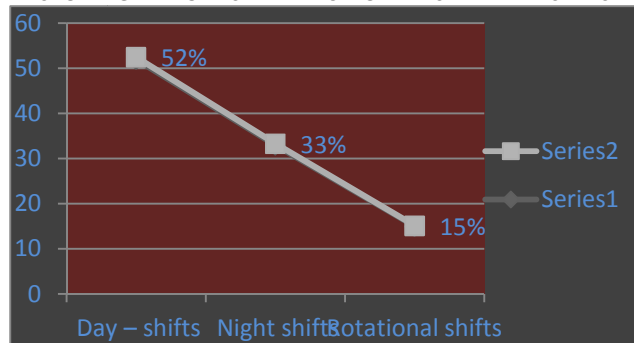


INTERPRETATION

From the above analysis, it can be observed that 30% say that availability of more number of vacancies is motivational factor for an individual to opt for BPO jobs, 22% say that reputation/ brand is motivational factor, 39% of the employees say that high pay – package motivational factor for an individual to opt for BPO jobs while 9% motivational factor for an individual to opt for BPO jobs

3. Which shift do you prefer?

CHART 3: CHART SHOWING EMPLOYEES PREFERENCE TOWARDS DIFFERENT SHIFTS IN THE COMPANY

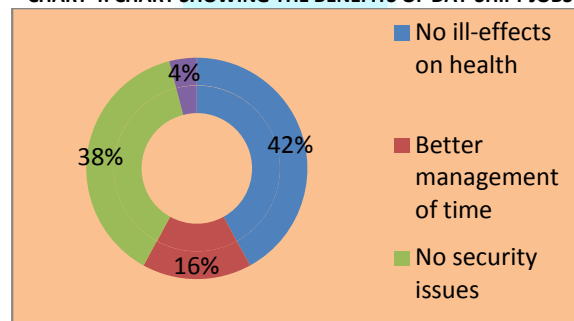


INTERPRETATION

From the above analysis, it can be inferred that 52% of the employees prefer day-shifts, 33% of the employees prefer day-shifts while 15% of the employees prefer rotational shifts.

4. What are the benefits of day-shift jobs?

CHART 4: CHART SHOWING THE BENEFITS OF DAY-SHIFT JOBS

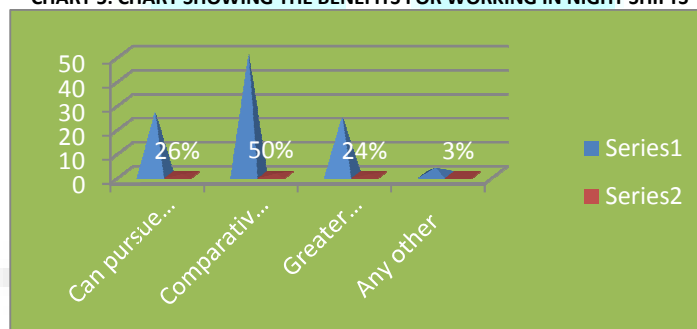


INTERPRETATION

From the above analysis, it can be observed that 42% of the employees say that one of the benefits of day-shifts is no ill-effects on health, 16% say that they can have better time management, 38% say that no security issues in day-shifts jobs while 4% of the employees say that other than the above there are other benefits too.

5. According to you what are the benefits for working in night shifts

CHART 5: CHART SHOWING THE BENEFITS FOR WORKING IN NIGHT SHIFTS

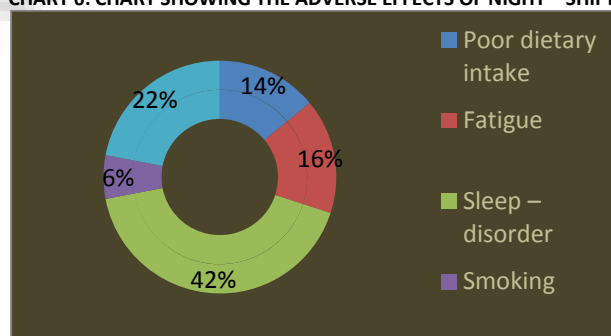


INTERPRETATION

From the above analysis, it can be inferred that 26% of the employees say that they can pursue higher education, 50% of the employees say that comparatively high salaries are offered, 24% of the employees offer greater scope for promotions and 3% say that there are other benefits also.

6. What are according to you are the adverse effects of night – shifts?

CHART 6: CHART SHOWING THE ADVERSE EFFECTS OF NIGHT – SHIFTS

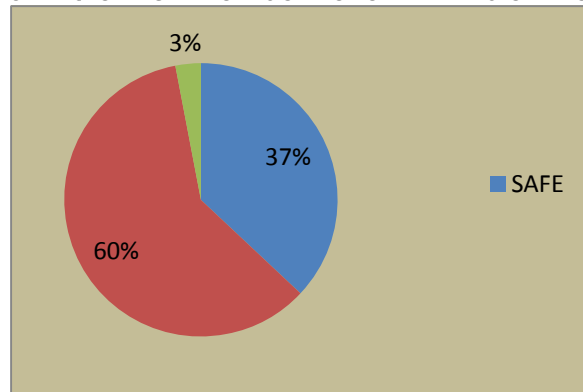


INTERPRETATION

From the above analysis, it can be concluded that 14% employees say that poor dietary intake is one of the adverse effects of night – shifts, 16% say that fatigue is one of the adverse effects of night – shifts, 42% of the employees say that sleep –disorder is the adverse effect of night – shifts, 6% of the employees say that smoking is the adverse effect of night – shifts, 22% of the employees say that stress is the adverse effect of night – shifts.

7. What is your opinion about the transportation facility provided by your company?

CHART 7: CHART SHOWING EMPLOYEES OPINION ON THE TRANSPORTATION FACILITY

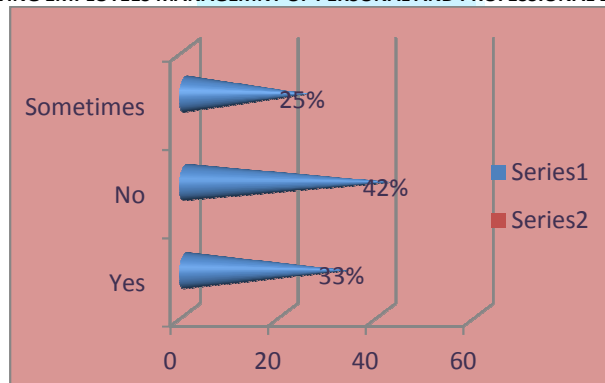


INTERPRETATION

From the above analysis, it can be observed that only 37% of the employees say that they feel safer with transportation facilities provided by their company, 60% of the employees say that the transportation facility provided by their company is very unsafe while 3% of the employees are neutral about the transportation facility provided by their company,

8. Are you able to manage your personal and professional life in a better and efficient way?

CHART 8: CHART SHOWING EMPLOYEES MANAGEMENT OF PERSONAL AND PROFESSIONAL LIFE IN AN EFFICIENT WAY

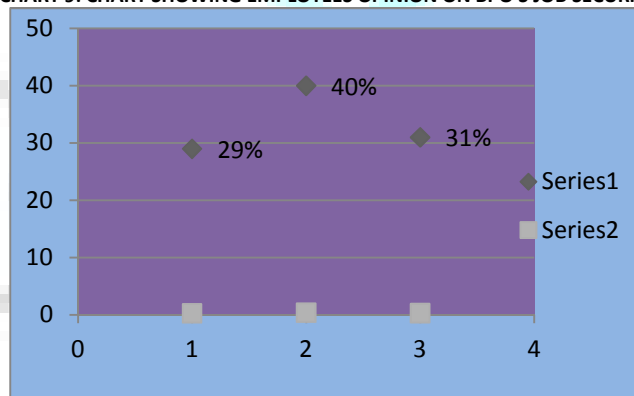


INTERPRETATION

From the above analysis, it can be concluded that 33% of the employees are able to manage their personal and professional life in a better and efficient way, 42% of the employees are not able to manage their personal and professional life in a better and efficient way and 25% of the employees are sometimes able to manage their personal and professional life in a better and efficient way.

9. Do you think that BPO jobs promise job security?

CHART 9: CHART SHOWING EMPLOYEES OPINION ON BPO'S JOB SECURITY

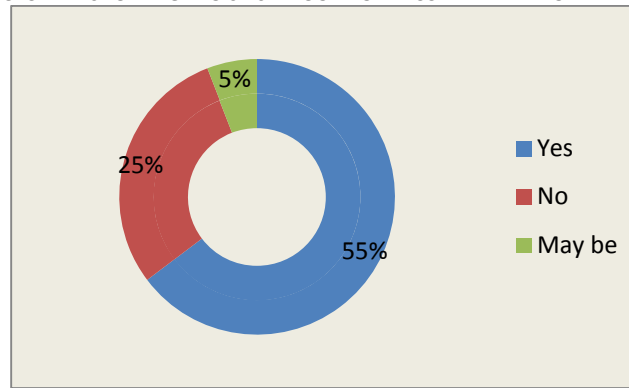


INTERPRETATION

From the above analysis, it can be inferred that 29% of the employees believe that BPO jobs promise job security, 40% of the employees do not believe that BPO jobs promise job security and 31% of the employees are unsure about BPO jobs promising any kind of job security

10. Do you think BPO's are Boon to the current employment scenario?

CHART 18: CHART SHOWING BPO'S AS A BOON TO THE CURRENT EMPLOYMENT SCENARIO



INTERPRETATION

From the above analysis, it can be inferred that 55% of the employees have a opinion that BPO's are boon to the current employment scenario, 25% of the employees do not believe that BPO's are boon to the current employment scenario while 5% of the employees are unsure about BPO's being a boon to the current employment scenario

FINDINGS

1. It is found that more number of employees working in the organization are un-married as such they find it little easy to manage their personal life
2. Only 29% of employees have been found to be working with the company for a period of 2- 5 years. There is a stability issue
3. Effective communication skills beside sound work experience in the relevant field are found to be the most demanding pre-requisites to posses the BPO jobs in the current scenario
4. Most of the employees are attracted to the BPO jobs because there are multiple vacancies and they offer a handsome pay – package.
5. Night – shift jobs are available in abundance but it's very difficult to get a day – shift job. As direct entry into a day –shift job is not easily available
6. Employees prefer day-shift jobs because there are no ill – effects on health and thus they can manage both their personal and professional life in a better way
7. Personal interview with the employees revealed that they are here working to gain experience in the relevant field and then pursue higher education as there is no job security provided
8. Canteen/refreshments facilities are not meeting the required expectations of the employees. Fresh and nutritional food should be thus provided
9. Cab – facilities are available to employees only after 9.00 P.M. Employees have to depend on their personal or public mode for transportation
10. In spite of the adverse effects of night shifts, still BPO sector is a booming field and is attracting employees from all parts of the world

CONCLUSIONS

1. It is observed that married employees find it slightly difficult to carry night shift jobs because of family demands and for unmarried employees, as family is not dependent on them for many things. so its little easy for them to carry on with night- shift jobs
2. It can be concluded that effective communication skills and sound work experience are the pre-requisites for an individual to possess BPO jobs
3. Availability of vacancies and High pay-package acts as motivational factor for an individual to opt for BPO jobs
4. According to the survey, it is not easy to get day-shift jobs in the current employment scenario
5. Majority of employees prefer day – shift jobs and the least preference is given to rotational shifts
6. No ill-effects on health and No security issues are the major advantages of having a day-shift jobs
7. The major advantages of working in night –shifts are the employees are paid high salaries and there is increased scope for promotions and incentives
8. Sleep – disorder , stress and poor dietary intake are the adverse effects of night – shifts
9. It can be concluded that the canteen facilities are not “BEST” but “GOOD”, thus leading to poor dietary intake.
10. Cab – facility is not provided during day timings. As such employees have to make their own arrangements and depend on public transportation in reaching the work – place Women employees find the transportation “unsafe” in the nights. A provision of a “body – guard” should be made mandatory
11. Surveyed employees feel that they are not paid adequately. Because there is no distinction for a graduate and a post – graduate employee. Both are paid the same salary
12. As the night – shifts jobs are abundantly available in the present employment scenario; employees are not able to devote sufficient time to their family and friends.
13. Most of the employees feel that BPO jobs do not offer any job security. As such then it is still evolving from the recession impact and any closure of the units of the host company may result in unemployment in subsidiary company
14. Most of the employees still assume that BPO's are boon to the current employment scenario as there are abundant vacancies available and attracting large number of crowd all over the world

SUGGESTIONS

- 1) This study shows that proper and systematic training must be evaluated in the organization
- 2) The organization should choose the correct strategy for the task environment that can help the employees reduce the effects of night shift decrements in alertness.
- 3) Coping with the potentially harmful work schedules involves helping people to cope and by designing workplace environments and shift scheduling schemes that lead to the least disruption to mental, physical, and social wellbeing.
- 4) The company should adopt very stringent security rules and provide an efficient and friendly environment for employees working in night shift, specially for women
- 5) It is suggested that sacrifices toward social life should be compensated by more additional benefits with the effective implementation of mandatory benefits, so that employees feel motivated to give their best to the company
- 6) Company should provide child- care facility for working mothers.
- 7) Employees should be equipped with in-house training facilities on self-defense and safety. Companies need to network with other organizations like police and NGOs who can train the employees to protect themselves when the need arises.
- 8) It is also suggested that employees in night shift should try to restrict the use of caffeine, alcohol, cigarettes and chocolates. Yoga and meditation will prove beneficial for them.

- 9) The employers should take full responsibility in providing security arrangements. Sometimes employees face problems at night in going out to have food and sometimes to the hospitals. By considering this seriously, the company/organization should provide food and healthcare services within their campus.
- 10) Companies should provide escorts for female employees from their homes to their workplace and also keep record of photographs and work histories of their drivers that they hire for commuting purposes of their employees.
- 11) Companies must take responsibility for security practices like verification of third party workforce and posting of security guards on vehicles carrying women employees.
- 12) A proper grievance handling mechanism should be adopted where the employees feel free to raise their voices

REFERENCES

BOOKS

1. Hughes, R. and Stone, P. 2004. "First, do no harm: the perils of shift work": Pg 60 – Pg 64.
2. Cooper, E.E. 2003. "Pieces of the shortage puzzle: ageing and shift work".:Pg75 – Pg 79.
3. Lamberg, L. 2004." Impact of long working hours explored": Pg 25-Pg 26.
4. Wilson, J.L. 2002. "The impact of shift patterns on healthcare professionals". Pg 211 – Pg 219.

WEBSITES

5. www.adp.com
6. www.thomsonrecruiters.com
7. www.bpo.com
8. [http:// hubpages.com/night – jobs – graveyard – shift – jobs.com](http://hubpages.com/night-jobs-graveyard-shift-jobs.com)

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail i.e. infoijrcm@gmail.com for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

