

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

IJR
C
M



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar,
Indian Citation Index (ICI), J-Gate, India [link of the same is duly available at Inlibnet of University Grants Commission (U.G.C.)],

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 (2012) & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 6408 Cities in 196 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

<http://ijrcm.org.in/>

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	<p style="text-align: center;">IMPACT OF DIFFERENT MODES OF TRANSPORT USED BY COURIER UNITS AND THEIR LEVEL OF SATISFACTION ON SELECT FACTORS</p> <p style="text-align: center;"><i>Dr. S. SELVAKUMAR</i></p>	1
2.	<p style="text-align: center;">A COMPARATIVE STUDY ON ORGANIZATIONAL STRESS AMONG GOVERNMENT AND PRIVATE SCHOOLS TEACHERS OF BARGARH DISTRICT</p> <p style="text-align: center;"><i>SWAGATIKA NANDA & Dr. MUNA KALYANI</i></p>	6
3.	<p style="text-align: center;">INTEGRATION OF WORK AND LIFE: AN ALWAYS-ON TECHNOLOGY CULTURE</p> <p style="text-align: center;"><i>SUMANJEET KAUR</i></p>	9
	REQUEST FOR FEEDBACK & DISCLAIMER	13

FOUNDER PATRON**Late Sh. RAM BHAJAN AGGARWAL**

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

CO-ORDINATOR**Dr. BHAVET**

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

ADVISOR**Prof. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR**Dr. PARVEEN KUMAR**

Professor, Department of Computer Science, NIMS University, Jaipur

CO-EDITOR**Dr. A. SASI KUMAR**

Professor, Vels Institute of Science, Technology & Advanced Studies (Deemed to be University), Pallavaram

EDITORIAL ADVISORY BOARD**Dr. CHRISTIAN EHIOBU CHE**

Professor of Global Business/Management, Larry L Luing School of Business, Berkeley College, USA

Dr. SIKANDER KUMAR

Vice Chancellor, Himachal Pradesh University, Shimla, Himachal Pradesh

Dr. JOSÉ G. VARGAS-HERNÁNDEZ

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

Dr. RAJENDER GUPTA

Convener, Board of Studies in Economics, University of Jammu, Jammu

Dr. D. S. CHAUBEY

Professor & Dean (Research & Studies), Uttaranchal University, Dehradun

Dr. TEGUH WIDODO

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Indonesia

Dr. S. P. TIWARI

Head, Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

Dr. BOYINA RUPINI

Director, School of ITS, Indira Gandhi National Open University, New Delhi

Dr. KAUP MOHAMED

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

Dr. MIKE AMUHAYA IRAVO

Principal, Jomo Kenyatta University of Agriculture & Tech., Westlands Campus, Nairobi-Kenya

Dr. M. S. SENAM RAJU

Professor, School of Management Studies, I.G.N.O.U., New Delhi

Dr. NEPOMUCENO TIU

Chief Librarian & Professor, Lyceum of the Philippines University, Laguna, Philippines

Dr. A SAJEEVAN RAO

Professor & Director, Accurate Institute of Advanced Management, Greater Noida

Dr. H. R. SHARMA

Director, Chhatrapati Shivaji Institute of Technology, Durg, C.G.

Dr. CLIFFORD OBIYO OFURUM

Professor of Accounting & Finance, Faculty of Management Sciences, University of Port Harcourt, Nigeria

Dr. SHIB SHANKAR ROY

Professor, Department of Marketing, University of Rajshahi, Rajshahi, Bangladesh

Dr. MANOHAR LAL

Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

Dr. SRINIVAS MADISHETTI

Professor, School of Business, Mzumbe University, Tanzania

Dr. VIRENDRA KUMAR SHRIVASTAVA

Director, Asia Pacific Institute of Information Technology, Panipat

Dr. VIJAYPAL SINGH DHAKA

Professor & Head, Department of Computer & Communication Engineering, Manipal University, Jaipur

Dr. NAWAB ALI KHAN

Professor & Dean, Faculty of Commerce, Aligarh Muslim University, Aligarh, U.P.

Dr. EGWAKHE A. JOHNSON

Professor & Director, Babcock Centre for Executive Development, Babcock University, Nigeria

Dr. ASHWANI KUSH

Head, Computer Science, University College, Kurukshetra University, Kurukshetra

Dr. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engg. & Tech., Amity University, Noida

Dr. BHARAT BHUSHAN

Head, Department of Computer Science & Applications, Guru Nanak Khalsa College, Yamunanagar

MUDENDA COLLINS

Head, Operations & Supply Chain, School of Business, The Copperbelt University, Zambia

Dr. JAYASHREE SHANTARAM PATIL (DAKE)

Faculty in Economics, KPB Hinduja College of Commerce, Mumbai

Dr. MURAT DARÇIN

Associate Dean, Gendarmerie and Coast Guard Academy, Ankara, Turkey

Dr. YOUNOS VAKIL ALROAIA

Head of International Center, DOS in Management, Semnan Branch, Islamic Azad University, Semnan, Iran

P. SARVAHARANA

Asst. Registrar, Indian Institute of Technology (IIT), Madras

SHASHI KHURANA

Associate Professor, S. M. S. Khalsa Lubana Girls College, Barara, Ambala

Dr. SEOW TA WEEA

Associate Professor, Universiti Tun Hussein Onn Malaysia, Parit Raja, Malaysia

Dr. OKAN VELI ŞAFAKLI

Professor & Dean, European University of Lefke, Lefke, Cyprus

Dr. MOHINDER CHAND

Associate Professor, Kurukshetra University, Kurukshetra

Dr. BORIS MILOVIC

Associate Professor, Faculty of Sport, Union Nikola Tesla University, Belgrade, Serbia

Dr. IQBAL THONSE HAWALDAR

Associate Professor, College of Business Administration, Kingdom University, Bahrain

Dr. MOHENDER KUMAR GUPTA

Associate Professor, Government College, Hodal

Dr. ALEXANDER MOSESOV

Associate Professor, Kazakh-British Technical University (KBTU), Almaty, Kazakhstan

Dr. MOHAMMAD TALHA

Associate Professor, Department of Accounting & MIS, College of Industrial Management, King Fahd University of Petroleum & Minerals, Dhahran, Saudi Arabia

Dr. ASHOK KUMAR CHAUHAN

Reader, Department of Economics, Kurukshetra University, Kurukshetra

Dr. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

WILLIAM NKOMO

Asst. Head of the Department, Faculty of Computing, Botho University, Francistown, Botswana

YU-BING WANG

Faculty, department of Marketing, Feng Chia University, Taichung, Taiwan

Dr. SHIVAKUMAR DEENE

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

Dr. TITUS AMODU UMORU

Professor, Kwara State University, Kwara State, Nigeria

Dr. BHAVET

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

Dr. THAMPOE MANAGALESWARAN

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

Dr. ASHISH CHOPRA

Faculty, Department of Computer Applications, National Institute of Technology, Kurukshetra

SURAJ GAUDEL

BBA Program Coordinator, LA GRANDIEE International College, Simalchaur - 8, Pokhara, Nepal

Dr. SAMBHAVNA

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

Dr. LALIT KUMAR

Course Director, Faculty of Financial Management, Haryana Institute of Public Administration, Gurugram

FORMER TECHNICAL ADVISOR

AMITA

FINANCIAL ADVISORS

DICKEN 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 the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; 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; Rural Economics; Co-operation; Demography; Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour 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; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** **anytime** in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website ([FOR ONLINE SUBMISSION, CLICK HERE](#)).

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/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for likely publication in one of your journals.

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

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR :
 Designation/Post* :
 Institution/College/University with full address & Pin Code :
 Residential address with Pin Code :
 Mobile Number (s) with country ISD code :
 Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) :
 Landline Number (s) with country ISD code :
 E-mail Address :
 Alternate E-mail Address :
 Nationality :

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation etc. **The qualification of author is not acceptable for the purpose.**

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. ***pdf. version is liable to be rejected without any consideration.***
 - b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail:**
New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)
 - c) There is no need to give any text in the body of the 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 expected to be below **1000 KB**.
 - e) Only the **Abstract 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 within twenty-four hours** and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
 - g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
2. **MANUSCRIPT TITLE:** The title of the paper should be typed in **bold letters, centered and fully capitalised**.
 3. **AUTHOR NAME (S) & AFFILIATIONS:** Author (s) name, designation, affiliation (s), address, mobile/landline number (s), and email/alternate email address should be given underneath the title.
 4. **ACKNOWLEDGMENTS:** Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
 5. **ABSTRACT:** Abstract should be in **fully Italic printing**, ranging between **150 to 300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA. Abbreviations must be mentioned in full.**
 6. **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 stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aea-web.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.
 8. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER. It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.**
 9. **HEADINGS:** All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
 11. **MAIN TEXT:**

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:**INTRODUCTION****REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESIS (ES)****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****LIMITATIONS****SCOPE FOR FURTHER RESEARCH****REFERENCES****APPENDIX/ANNEXURE****The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.**

12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR, centered, separately numbered** & self-explained, and the **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.*
13. **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
14. **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
15. **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 may follow Harvard Style of Referencing. **Also check to ensure that everything that you are including in the reference section is duly cited in the paper.** 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 italic printing. 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 parenthesis.
 - **Headers, footers, endnotes and footnotes should not be used in the document.** However, **you can mention short notes to elucidate some specific point**, which may be placed in number orders before the references.

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, 19–23

UNPUBLISHED DISSERTATIONS

- 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 Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

IMPACT OF DIFFERENT MODES OF TRANSPORT USED BY COURIER UNITS AND THEIR LEVEL OF SATISFACTION ON SELECT FACTORS

Dr. S. SELVAKUMAR

HEAD

PG & RESEARCH DEPARTMENT OF COMMERCE

THEIVANAI ANIMAL COLLEGE FOR WOMEN (AUTONOMOUS)

VILLUPURAM

ABSTRACT

Courier industry is providing a vital and significant service to the Indian economy. The objective of the study was to analyse the services rendered by courier units in the State of Tamilnadu. Both primary and secondary data were collected for the study. In order to test whether the usage of different modes of transport for transmission of letters and parcels by courier services affected their satisfaction level, Mann-Whitney U test was used. The major finding of the study is that there is significant relationship between the usage of different modes of transport by the courier units and their level of satisfaction on factors such as reliability, responsiveness and accessibility.

KEYWORDS

Tamilnadu, courier industry, transport, customer satisfaction.

JEL CODES

L87, L91, L97, M30.

INTRODUCTION

The courier industry has grown due to the need for efficient and reliable delivery of parcels and documents and due to the need for faster communication and urgent dispatch of materials to various centres within the country and outside. The courier industry has become an alternative to the postal system. The sphere of courier services is expanding day by day and they are offering a variety of value added services namely, time bound delivery of consignments, door to door (by Air & Surface), door to airport and airport to door, pick-up, proof of delivery, collection of cheque, payment after delivery, bill the consignee, monthly payments, tracking service, web enabled services and the like.

"The global express service industry with more than 2,500 players, making it an important player in facilitating trade and the development of the economy through cost effective and smooth operations of other sectors of the economy. The courier industry has been growing at the rate of 20 per cent per annum. It offers employment to about a million people. It contributes more than Rs. 1,000 crores to the Government revenue by way of Service tax, Income tax, Customs duty and other taxes. The industry earns about 52 per cent of its revenues from document parcels. Documents weighing less than 300 grams account for about 70 per cent of the volume of documents and intra-city deliveries account for nearly 37 per cent of their turnover."¹

STATEMENT OF THE PROBLEM

The postal system is primarily meant to provide reliable services for a large number of documents and articles at a minimal cost. Courier did not arise due to a failure in the postal system. It arose to fulfill the need of modern commerce and business, hitherto not required and certain specialised needs that post offices were operationally and structurally inappropriate to meet. The growth of courier industry has been fuelled by the growing business requirement for time-bound reliable delivery system to harness the emerging opportunities.

The growth of emerging business areas such as service sector, IT industry, banking and financial sector have contributed to the growth of courier industry. In the present study an attempt is made to examine the relationship between the usage of different modes of transport by the courier units and their level of satisfaction on factors such as speed of delivery, competence, courtesy, credibility, communication, safety and tangibility.

REVIEW OF RELATED LITERATURE

Very few studies have been undertaken on courier services in India. Such studies, which have been highly useful for designing the present study, are reviewed here.

The Express (Courier) Industry Council of India at New Delhi in its report, "Study on Express Industry in India"² stated that the origin of the express industry in India could be dated back to 1685, when the East India Company started transferring its messages between Mumbai and Chennai. In a true sense, the entry of DHL Worldwide Express in India during 1979 marked the beginning of professional express services in India. There were over 2300 companies in the Indian express industry, together accounting for revenues of over Rs.14 billion. Out of these only 20 companies, which form the organised sector, controlled 64 per cent of the market in terms of revenues. The semi-organised sector (inter-city couriers) comprised over 2000 companies and accounted for 26% of the revenues. The rest of the market was accounted for by the unorganised sector (intra-city couriers, totaling about 300) and EMS Speed Post.

Shaqeel Ahmed, Union Minister of State for Communications and Information Technology stated in the Lok Sabha that Courier Services should be regulated.³ He said that courier services, which were un-regulated, would come in for some regulation in the new postal policy being prepared by the Government. He also said that in the absence of clear guidelines, courier services were delivering personal letters under the guise of "documents", which as per the law could be legally delivered only by the Postal Department. The Indian Postal Act, 1898 would be amended and the courier services would come under it.

Y.G.Muralidharan in his article, "Amendments to the Indian Post Office Act"⁴, stated that the Government wanted to continue to have the exclusive privilege of postal service in the country and had proposed stringent or harsh measures for the courier industry. The Indian Post Office Amendment Bill empowered the Government to regulate the private courier industry by bringing in a system of registration. The idea appeared to stop private companies competing with the Government. For example, any person who wanted to carry on the activity of sending and receiving parcels, packets, letters etc., had to register with the Government. The Government was the sole authority either to accept or reject the application. In case the registration was rejected, the appeal was with the Secretary of the Department and not with any judicial body. This apart, the amount of registration fee and also the renewal fee was fixed at Rs. 50,000 per annum. There were hundreds of youngsters who were employed in the courier business. The turnover for the whole year might not be Rs. 50,000 fixed as registration fee by the Government. Even reputed courier firms would find this amount exorbitant. This needed to be revised downwards.

¹ "Report on Indian Express Service Industry in India", Credit Analysis and Research Ltd., Mumbai, www.eiciindia.org, Express Vision, October, 2006.

² Market Study on Courier Industry in India', AC Nielsen ORG-MARG Research Ltd., May, 2004.

³ Shaqeel Ahmed, "Courier services to be regulated", The Hindu, August 19, 2005, p.13.

⁴ Muralidharan, Y.G., "Amendments to the Indian Post Office Act", The Hindu, Bangalore, December 2, 2002, p.4.

Joji Thomas Philip and Chaitali Chakravarty in their article, "Courier Companies may get to carry less FDI"⁵, stated that the government was planning to lower the FDI limit in the courier industry sector to 49 per cent from 100 per cent currently because other communication arms such as telecom and internet services did not permit 100 per cent FDI. The proposal was part of a draft Cabinet note on the Indian Post Office Amendment Bill, 2007. The article also stated that the bill proposed to establish an independent Mail Regulatory and Development Authority for safeguarding the interests of consumers and a Mail Disputes Settlement Tribunal for adjudication of disputes.

S.S.Gupta in his book, "Service Tax"⁶ stated the statutory definition for the term courier agency, the ingredients of the definition, categories of courier agencies, date of introduction of service tax on couriers, procedure for registration of couriers with Central Excise Department to obtain service tax code number, rate of service tax, value of taxable service, service tax exemption limit and Central Excise Department notifications on service tax on courier services.

R.K.Saboo, Deputy Managing Director, First Flight Courier Ltd. at a press conference on 'Costlier fuel adds to margin pressure of courier companies'⁷ said that with the deregulation of petroleum prices introducing volatility in fuel prices, express courier companies were caught in a dilemma over revision of delivery charges. Also, increase in input costs such as fuel, tyre and motor insurance had made the courier companies anxious about ways to improve the bottom line. He also said that the courier industry was undergoing a change with the information technology prompting it to provide complete and customised services.

Tushar Jani, Chairman of the EICI at a press conference said that Courier Companies planned to hike rates by 30 per cent⁸ and they were planning 25 to 30 per cent hike in courier and parcel rates following 67% hike in on-board courier rates by domestic airlines such as Indian Airlines, Jet Airways and Air Sahara following the Gulf War. Expenses incurred on board courier accounts for around 30% of operational cost of express courier companies. He also said that the members of the EICI represented 80-85 per cent of the express courier business in the country and about 95% of the overseas business. He said that the courier industry contributed about Rs. 180 crores annually to the total revenue of domestic airlines.

Ravi Shanker in his book, 'Courier Services Marketing - The Indian Perspective'⁹, included a chapter contributed by Vasumitra on 'Courier Services Marketing: The Speed Post Experience'. It started with a detailed discussion of the profile of the courier industry including the SWOT analysis of the industry. The book made a comparison of products, domestic charges, advertisement and domestic network of various courier companies in India. It traced the history, domestic and international traffic growth, revenue generation, pricing, market segmentation, marketing strategy, SWOT Analysis, value added services and promotional strategies of Speed Post. The postal monopoly was broken in 1980 when Skypak came in the market and promised safe delivery of documents.

OPERATIONAL DEFINITION

1. Courier

The word 'courier' in its French origin means 'to run'. The dictionary defines it as "a runner, a messenger one who takes a message and delivers it to the other party".

2. Courier Agency

It means a commercial concern engaged in the door-to-door transportation of time-sensitive documents, goods or articles utilising the services of a person, either directly or indirectly to carry or accompany such documents, goods or articles.

3. The Courier Industry

Couriers mostly offer point-to-point document deliveries across metropolitan areas using manual administration and operational systems. Some offer small parcel deliveries and some offer regional and even national services. They are all 'low cost operators' with limited infrastructure and they exist in both organised and unorganised segments of the economy.

4. The Express Industry

Express business offer document, small package and general distribution services throughout the country and overseas on a time-definite basis. They have significant investments in brand, technology, infrastructure, people and regulatory development. They offer wider value-adding services than couriers including border management (Octroi, Customs, and Security), track and trace, trade facilitation, warehousing and distribution and performance accountability.

5. Document

It refers to a cover containing papers weighing upto 0.500 kg.

6. Non-document

It refers to a parcel weighing more than 0.500 kg.

7. Time sensitive document

The United States Postal Services defines a time sensitive document as a letter whose contents lose value if it is not delivered within 12 hours or by noon the next day.

SCOPE OF THE STUDY

The study analyses the services rendered by courier units in the State of Tamilnadu. It does not cover courier companies functioning in other States or Union Territories in India.

This study does not cover the companies offering cargo services only and the Government's Courier called EMS Speed Post.

OBJECTIVES OF THE STUDY

The following are the main objectives of the study:

1. To trace the origin, history and growth of courier industry in India.
2. To analyse the profile of courier services in Tamilnadu.
3. To offer suitable suggestions on the basis of the findings of the study.

HYPOTHESIS

H₀: There is no significant relationship between the usage of different modes of transport by the courier units and their level of satisfaction on factors such as speed of delivery, competence, courtesy, credibility, communication, safety and tangibility.

H₁: There is significant relationship between the usage of different modes of transport by the courier units and their level of satisfaction on factors such as speed of delivery, competence, courtesy, credibility, communication, safety and tangibility.

RESEARCH METHODOLOGY

COLLECTION OF DATA

The present study is based on both primary and secondary data. Primary data have been collected by conducting survey among the courier units. The survey covered 100 sample units of courier industry. Secondary data have been collected from books, journals, newspapers, periodicals, reports, internet and unpublished Ph.D. theses.

⁵ Joji Thomas Philip and Chaitali Chakravarty, "Courier Companies may get to carry less FDI", The Economic Times, April 18, 2007, p.5.

⁶ Gupta S.S., Service Tax, Taxmann Publications, 2005, pp.336-347.

⁷ Saboo R.K., "Costlier fuel adds to margin pressure of courier companies", Business Line, Bangalore, September 20, 2002, p.24.

⁸ Tushar Jani, "Courier Companies plan to hike rates by 30 per cent", Business World, June, 2003, p.24.

⁹ Ravi Shanker, Courier Services Marketing – The Indian Perspective, Excel Books, ed., New Delhi, 2005, pp.223-253.

CONSTRUCTION OF TOOLS AND PRETEST

For the purpose of survey of sample courier units, pretest was conducted among 25 courier units. The pretests were done to analyse the effectiveness of the questionnaires. The questionnaire was modified on the basis of pretest and data collected from 100 courier units.

SAMPLING DESIGN

In order to study the courier services in Tamilnadu, a survey was conducted among the courier units in Tamilnadu. As per the Express (Courier) Industry Council of India, there are 2,500 courier units in India. But State-wise details are not available. Hence, the researcher had to go and collect information from the courier units at random from four major districts of Tamilnadu such as Chennai, Coimbatore, Madurai and Trichy. In this way, the researcher contacted 100 courier units and collected the required data.

TABLE 1: THE SAMPLING DESIGN FOR COURIER UNITS IN TAMILNADU

S. No.	Name of the District	Number of Samples
1	Chennai	25
2	Coimbatore	25
3	Madurai	25
4	Trichy	25
	Total	100

DATA ANALYSIS

The primary data obtained from field survey was compiled and analysed carefully by applying Mann-Whitney Test.

Mode of Transport Used and Level of Satisfaction on Factors

Courier units are using different modes of transport for transmission of letters and parcels. In order to test the relationship between the different modes of transport used by courier units and their level of satisfaction on factors, a complex table has been prepared. Table 2 shows the relationship between the different modes of transport used by the courier units and their level of satisfaction on factors.

TABLE 2: MODE OF TRANSPORT USED AND LEVEL OF SATISFACTION ON FACTORS

Levels of Satisfaction on Factors		Mode of Transport Used			Total
		Roadways	Railways	Airways	
Speed of Delivery	Low	11 (11.0%)	2 (2.0%)	1 (1.0%)	14 (14.0%)
	Medium	14 (14.0%)	3 (3.0%)	0 (0.0%)	17 (17.0%)
	High	57 (57.0%)	9 (9.0%)	3 (3.0%)	69 (69.0%)
Column Total		82 (82.0%)	14 (14.0%)	4 (4.0%)	100 (100%)
Reliability	Low	9 (9.0%)	2 (2.0%)	1 (1.0%)	12 (12.0%)
	Medium	46 (46.0%)	10 (10.0%)	2 (2.0%)	58 (58.0%)
	High	27 (27.0%)	2 (2.0%)	1 (1.0%)	30 (30.0%)
Column Total		82 (82.0%)	14 (14.0%)	4 (4.0%)	100 (100%)
Competence	Low	41 (41.0%)	8 (8.0%)	3 (3.0%)	52 (52.0%)
	Medium	23 (23.0%)	4 (4.0%)	1 (1.0%)	28 (28.0%)
	High	18 (18.0%)	2 (2.0%)	0 (0.0%)	20 (20.0%)
Column Total		82 (82.0%)	14 (14.0%)	4 (4.0%)	100 (100%)
Courtesy	Low	5 (5.0%)	2 (2.0%)	0 (0.0%)	7 (7.0%)
	Medium	25 (25.0%)	1 (1.0%)	1 (1.0%)	27 (27.0%)
	High	52 (52.0%)	11 (11.0%)	3 (3.0%)	66 (66.0%)
Column Total		82 (82.0%)	14 (14.0%)	4 (4.0%)	100 (100%)
Credibility	Low	13 (13.0%)	2 (2.0%)	0 (0.0%)	15 (15.0%)
	Medium	65 (65.0%)	12 (12.0%)	4 (4.0%)	81 (81.0%)
	High	4 (4.0%)	0 (0.0%)	0 (0.0%)	4 (4.0%)
Column Total		82 (82.0%)	14 (14.0%)	4 (4.0%)	100 (100%)
Communication	Low	20 (20.0%)	6 (6.0%)	2 (2.0%)	28 (28.0%)
	Medium	29 (29.0%)	3 (3.0%)	1 (1.0%)	33 (33.0%)
	High	33 (33.0%)	5 (5.0%)	1 (1.0%)	39 (39.0%)
Column Total		82 (82.0%)	14 (14.0%)	4 (4.0%)	100 (100%)
Safety	Low	23 (23.0%)	5 (5.0%)	1 (1.0%)	29 (29.0%)
	Medium	36 (36.0%)	8 (8.0%)	2 (2.0%)	46 (46.0%)
	High	23 (23.0%)	1 (1.0%)	1 (1.0%)	25 (25.0%)
Column Total		82 (82.0%)	14 (14.0%)	4 (4.0%)	100 (100%)
Responsiveness	Low	17 (17.0%)	6 (6.0%)	1 (1.0%)	24 (24.0%)
	Medium	23 (23.0%)	4 (4.0%)	0 (0.0%)	27 (27.0%)
	High	42 (42.0%)	4 (4.0%)	3 (3.0%)	49 (49.0%)
Column Total		82 (82.0%)	14 (14.0%)	4 (4.0%)	100 (100%)
Tangibility	Low	19 (19.0%)	4 (4.0%)	0 (0.0%)	23 (23.0%)
	Medium	38 (38.0%)	8 (8.0%)	3 (3.0%)	49 (49.0%)
	High	25 (25.0%)	2 (2.0%)	1 (1.0%)	28 (28.0%)
Column Total		82 (82.0%)	14 (14.0%)	4 (4.0%)	100 (100%)
Accessibility	Low	9 (9.0%)	3 (3.0%)	0 (0.0%)	12 (12.0%)
	Medium	4 (4.0%)	2 (2.0%)	0 (0.0%)	6 (6.0%)
	High	69 (69.0%)	9 (9.0%)	4 (4.0%)	82 (82.0%)
Column Total		82 (82.0%)	14 (14.0%)	4 (4.0%)	100 (100%)

Source: Primary Data

Table 2 shows that out of 100 courier units surveyed, 82 courier units used roadways for transmission of letters and parcels. Among them, 11 per cent (11 respondents) were lowly satisfied with speed of delivery, 14 per cent (14 respondents) were satisfied to the medium level and 57 per cent (57 respondents) were highly satisfied. Out of another 14 courier units using railways for transmission of letters and parcels, 2 per cent (2 respondents) were lowly satisfied, 3 per cent (3 respondents) were satisfied to the medium level and 9 per cent (9 respondents) were highly satisfied with speed of delivery. Out of the remaining 4 courier units using airways for transmission of letters and parcels, 1 per cent (1 respondent) was lowly satisfied and 3 per cent (3 respondents) were highly satisfied. Nearly four-fifths (82%) of the courier units (82 respondents) used roadways for transmission of letters and parcels.

Out of 100 courier units surveyed, 82 courier units used roadways for transmission of letters and parcels. Among them, 9 per cent (9 respondents) were lowly satisfied with reliability, 46 per cent (46 respondents) were satisfied to the medium level and 27 per cent (27 respondents) were highly satisfied. Out of another 14 courier units using railways for transmission of letters and parcels, 2 per cent (2 respondents) were lowly satisfied, 10 per cent (10 respondents) were satisfied to the medium level and 2 per cent (2 respondents) were highly satisfied. Out of the remaining 4 courier units using airways for transmission of letters and parcels, 1 per cent (1 respondent) was lowly satisfied, 2 per cent (2 respondents) were satisfied to the medium level and 1 per cent (1 respondent) was highly satisfied.

Out of 100 courier units surveyed, 82 courier units used roadways for transmission of letters and parcels. Among them, 41 per cent (41 respondents) were lowly satisfied with competence, 23 per cent (23 respondents) were satisfied to the medium level and 18 per cent (18 respondents) were highly satisfied. Out of another 14 courier units using railways for transmission of letters and parcels, 8 per cent (8 respondents) were lowly satisfied, 4 per cent (4 respondents) were satisfied to the medium level and 2 per cent (2 respondents) were highly satisfied. Out of the remaining 4 courier units using airways for transmission of letters and parcels, 3 per cent (3 respondents) were lowly satisfied and 1 per cent (1 respondent) was satisfied to the medium level.

Out of 100 courier units surveyed, 82 courier units used roadways for transmission of letters and parcels. Among them, 5 per cent (5 respondents) were lowly satisfied with courtesy, 25 per cent (25 respondents) were satisfied to the medium level and 52 per cent (52 respondents) were highly satisfied. Out of another 14 courier units using railways for transmission of letters and parcels, 2 per cent (2 respondents) were lowly satisfied, 1 per cent (1 respondent) was satisfied to the medium level and 11 per cent (11 respondents) were highly satisfied. Out of the remaining 4 courier units using airways for transmission of letters and parcels, 1 per cent (1 respondent) was satisfied to the medium level and 1 per cent (1 respondent) was highly satisfied.

Out of 100 courier units surveyed, 82 courier units used roadways for transmission of letters and parcels. Among them, 13 per cent (13 respondents) were lowly satisfied with credibility, 65 per cent (65 respondents) were satisfied to the medium level and 4 per cent (4 respondents) were highly satisfied. Out of another 14 courier units using railways for transmission of letters and parcels, 2 per cent (2 respondents) were lowly satisfied and 12 per cent (12 respondents) were satisfied to the medium level and the remaining 4 courier units using airways for transmission of letters and parcels satisfied to the medium level.

Out of 100 courier units surveyed, 82 courier units used roadways for transmission of letters and parcels. Among them, 20 per cent (20 respondents) were lowly satisfied with communication, 29 per cent (29 respondents) were satisfied to the medium level and 33 per cent (33 respondents) were highly satisfied. Out of another 14 courier units using railways for transmission of letters and parcels, 6 per cent (6 respondents) were lowly satisfied, 3 per cent (3 respondents) were satisfied to the medium level and 5 per cent (5 respondents) were highly satisfied. Out of the remaining 4 courier units using airways for transmission of letters and parcels, 2 per cent (2 respondents) were lowly satisfied, 1 per cent (1 respondent) was satisfied to the medium level and 1 per cent (1 respondent) was highly satisfied.

Out of 100 courier units surveyed, 82 courier units used roadways for transmission of letters and parcels. Among them, 23 per cent (23 respondents) were lowly satisfied with safety, 36 per cent (36 respondents) were satisfied to the medium level and 23 per cent (23 respondents) were highly satisfied. Out of another 14 courier units using railways for transmission of letters and parcels, 5 per cent (5 respondents) were lowly satisfied, 8 per cent (8 respondents) were satisfied to the medium level and 1 per cent (1 respondent) was highly satisfied. Out of the remaining 4 courier units using airways for transmission of letters and parcels, 1 per cent (1 respondent) was lowly satisfied, 2 per cent (2 respondents) were satisfied to the medium level and 1 per cent (1 respondent) was highly satisfied.

Out of 100 courier units surveyed, 82 courier units used roadways for transmission of letters and parcels. Among them, 17 per cent (17 respondents) were lowly satisfied with responsiveness, 23 per cent (23 respondents) were satisfied to the medium level and 42 per cent (42 respondents) were highly satisfied. Out of another 14 courier units using railways for transmission of letters and parcels, 6 per cent (6 respondents) were lowly satisfied, 4 per cent (4 respondents) were satisfied to the medium level and 4 per cent (4 respondents) were highly satisfied. Out of the remaining 4 courier units using airways for transmission of letters and parcels, 1 per cent (1 respondent) was lowly satisfied and 3 per cent (3 respondents) were highly satisfied.

Out of 100 courier units surveyed, 82 courier units used roadways for transmission of letters and parcels. Among them, 19 per cent (19 respondents) were lowly satisfied with tangibility, 38 per cent (38 respondents) were satisfied to the medium level and 25 per cent (25 respondents) were highly satisfied. Out of another 14 courier units using railways for transmission of letters and parcels, 4 per cent (4 respondents) were lowly satisfied, 8 per cent (8 respondents) were satisfied to the medium level and 2 per cent (2 respondents) were highly satisfied. Out of the remaining 4 courier units using airways for transmission of letters and parcels, 3 per cent (3 respondents) were satisfied to the medium level and 1 per cent (1 respondent) was highly satisfied.

Out of 100 courier units surveyed, 82 courier units used roadways for transmission of letters and parcels. Among them, 9 per cent (9 respondents) were lowly satisfied with accessibility, 4 per cent (4 respondents) were satisfied to the medium level and 69 per cent (69 respondents) were highly satisfied. Out of another 14 courier units using railways for transmission of letters and parcels, 3 per cent (3 respondents) were lowly satisfied, 2 per cent (2 respondents) were satisfied to the medium level and 9 per cent (9 respondents) were highly satisfied and the remaining 4 courier units using airways for transmission of letters and parcels, were highly satisfied.

This shows that the satisfaction level varied between courier units using different modes of transport for their services. So in order to test whether the usage of different modes of transport for transmission of letters and parcels by courier services affected their satisfaction level, Mann Whitney test was used. The results are shown in Table 3.

TABLE 3: ANALYSIS OF THE RELATIONSHIP BETWEEN THE USAGE OF DIFFERENT MODES OF TRANSPORT AND LEVEL OF SATISFACTION ON FACTORS

S. No.	Factor Affecting Level of Satisfaction	U Value	Probability
1	Speed of Delivery	32.500	59.7
2	Reliability	23.000	9.6
3	Competence	24.000	57.2
4	Courtesy	07.000	40.8
5	Credibility	60.500	20.2
6	Communication	95.500	38.8
7	Safety	50.000	16.9
8	Responsiveness	87.500	3.6
9	Tangibility	39.500	14.6
10	Accessibility	63.000	9.0

Source: Primary Data

From Table 3, it is inferred that the significance probability is greater than 10 per cent for factors such as speed of delivery, competence, courtesy, credibility, communication, safety and tangibility. It means that there is no significant relationship between the usage of different modes of transport by the courier units and their level of satisfaction on factors such as speed of delivery, competence, courtesy, credibility, communication, safety and tangibility. It is also inferred that the significance probability is less than 10 per cent for factors such as reliability, responsiveness and accessibility. It means that there is significant relationship between the usage of different modes of transport by the courier units and their level of satisfaction on factors such as reliability, responsiveness and accessibility.

TABLE 4: PROFILE OF COURIER INDUSTRY IN TAMILNADU

Sl. No.	Area of Operation	Number of Couriers	Percentage to Total
1.	Domestic	69	69.0
2.	Domestic and International	25	25.0
3.	Local	5	5.0
4.	International	1	1.0
	Total	100	100.0
Sl. No.	Number of Documents Received and Delivered Per Day	Number of Couriers	Percentage to Total
1.	Upto 100	36	36
2.	100 to 200	42	42
3.	Above 200	22	22
	Total	100	100
Sl. No.	Number of Non-documents Received and Delivered Per Day	Number of Couriers	Percentage to Total
1.	Upto 50	52	52
2.	50 to 100	33	33
3.	Above 100	15	15
	Total	100	100
Sl. No.	Need for Government Regulation	Number of Couriers	Percentage to Total
1.	Yes	51	51
2.	No	49	49
	Total	100	100

Source: Primary Data

MAJOR FINDINGS ABOUT COURIER SERVICES IN TAMILNADU

1. More than three-fifths (63%) of the courier units (63 respondents) belong to partnership firms.
2. Majority of the courier units (59%) are registered in Tamil Nadu.
3. More than two-thirds (69%) of the courier units surveyed in the State of Tamilnadu provide domestic services only.
4. More than two-fifths of the courier units (42%) receive and deliver between 100 and 200 documents per day.
5. Majority of the courier units (52%) receive and deliver upto 50 non-documents per day for onward transmission.
6. Among the important clients of the courier industry, joint-stock companies top the list, followed by individuals, partnership firms, banks, local delivery services and export units.
7. All the 100 courier units surveyed gave guarantee for the timely delivery of articles within 24 hours or 48 hours depending upon the place of delivery.
8. According to majority of the courier units (51%) there was need for government regulation on courier business.
9. All the 100 courier units surveyed in Tamilnadu stated that the courier business was known for its prompt service.

SUGGESTIONS BASED ON THE FINDINGS OF THE STUDY

The following are suggestions, based on the findings of the study, for the improvement of the courier industry.

Some of the ways to improve conditions in the courier industry are equitable distribution of work, providing labour standards, regulating prices/rates, reducing supply/competition and unionizing.

The Government of India should not confer the exclusive privilege on the Postal Department to handle all documents weighing less than 300 grams because it is against competition, free trade, providing a choice to the consumers and entrepreneurship.

The Government should exempt courier services from payment of Service Tax.

CONCLUSION

It is concluded that roadways are the most suitable mode of transport for courier services for transmission of letters and parcels. It is also concluded that courier units using roadways for their business are highly satisfied on factors such as speed of delivery, courtesies, credibility, communication, safety, responsiveness and tangibility.

SCOPE FOR FURTHER RESEARCH

The current research has thrown some light on Courier Industry with special reference to Tamilnadu. The future research could be on various themes like:

1. A Comparative Study of Courier Service and Postal Service.
2. A Study on Job Satisfaction of Employees of the Courier Industry in India.

REFERENCES

1. Gupta S.S., Service Tax, Taxmann Publications, 2005, pp.336-347.
2. Joji Thomas Philip and Chaitali Chakravarthy, "Courier Companies may get to carry less FDI", The Economic Times, April 18, 2007, p.5.
3. Market Study on Courier Industry in India', AC Nielsen ORG-MARG Research Ltd., May, 2004.
4. Murulidharan, Y.G., "Amendments to the Indian Post Office Act", The Hindu, Bangalore, December 2, 2002, p.4.
5. Ravi Shanker, Courier Services Marketing – The Indian Perspective, Excel Books, ed., New Delhi, 2005, pp.223-253.
6. Report on Indian Express Service Industry in India", Credit Analysis and Research Ltd., Mumbai, www.eiciindia.org, Express Vision, October, 2006.
7. Saboo R.K., "Costlier fuel adds to margin pressure of courier companies", Business Line, Bangalore, September 20, 2002, p.24.
8. Shaqeel Ahmed, "Courier services to be regulated", The Hindu, August 19, 2005, p.13.
9. Tushar Jani, "Courier Companies plan to hike rates by 30 per cent", Business World, June, 2003, p.24.

A COMPARATIVE STUDY ON ORGANIZATIONAL STRESS AMONG GOVERNMENT AND PRIVATE SCHOOLS TEACHERS OF BARGARH DISTRICT

**SWAGATIKA NANDA
RESEARCH SCHOLAR
UTKAL UNIVERSITY
BHUBANESWAR**

**Dr. MUNA KALYANI
ASSOCIATE PROFESSOR
UTKAL UNIVERSITY
BHUBANESWAR**

ABSTRACT

Stress is a common phenomenon in every organization. Today in competitive world in every sector employee are working with pressure for achieving their demands. Stress is a feeling that arises when we react to particular work demand. This study attempts to know about the comparison between organizational stress among government and private school's teachers in Bargarh district. The main objectives of the study to identify stress level and associated factors of organizational stress among both private and public teachers in Bargarh district. The study was conducted in 50 school teachers. The instrument for data collection was standardized questionnaire. The data was collected using Likert scale. Data was analyzed through SPSS 23. From analyzing the results there is a significant difference between private and government teachers. This study will identify the stress level among the teachers and techniques handling the stress to manage in both private and government schools.


KEYWORDS

Bargarh, organizational stress, schools, teacher.

JEL CODES

J28, M50, M59.

INTRODUCTION

 Stress has become unavoidable phenomenon of our daily life. In the modern world every people suffering from stress in workplace or outside the workplace. The term "stress" was coined by Selye Hans in 1936 in the field of life sciences. He describes stress as the force, pressure or strain. According to Dunham Stress refers to "a process of behavioral, emotional, mental, and physical reactions caused by prolonged, increasing, or new pressures which are significantly greater than coping resources. Occupational stress is further defined as a condition arising from the interaction of people and their jobs, and characterized by changes within people that force them to deviate from their normal functioning (Beehr & Newman, 1978). Occupational stress can be defined as the "harmful physical and emotional responses that occur when the requirements if the job do not match the capabilities, resources or need of the worker"

(Sauter and Muphy.1999). Work pressure can be leads to increased productivity. When this pressure becomes excessive it has a negative impact and causes stress among employees.

The nature of work has changes with the changing scenario of work environment. Stress can be occurred in each and every profession. In the various area of occupational stress, teaching has been identified as one of the most important occupational stressful occupations in recent scenario. Stress occurs in various organizations through various stressors such as work conditions, discrimination, role conflict, inadequate remuneration, relationships at work place, lack of participation in decision making, changing technology, unsafety at work place, job demands, expectations etc. The main objectives of this research to know about the stress level among public and private sectors teachers and also identifying the various stressors creating stress among teachers in workplace in both public and private sector schools.

REVIEW OF LITERATURE

Mondal, Shrestha, and Bhaila (2011) conducted a study on "Teacher stress of primary school". The researchers found that there was significant difference between Male and female teachers. Male teachers faced more psychological stress than the female teachers. Also physical stress was more significant among the females. Fisher.H (2011) study entitled "Factors influencing stress, burnout, and Retention of secondary school teachers. This study examines the stress, burnout, satisfaction, and preventive coping skills of nearly 400 secondary teachers to determine variables contributing to these major factors influencing teachers. ANOVA was used by the researcher for analyzing the data. The researcher found that the burnout levels between new and experienced teachers are significantly different, with novice teachers having higher burnout, but their difference in stress levels was not statistically significant.

Reddy and Lokanadha (2013) study entitled "Occupational stress of teachers working at higher secondary level.327 higher secondary teachers from Vellore District in Tamil Nadu were chosen as sample, by using simple random sampling technique and administered with an occupational stress rating scale. The stastical techniques used by researcher were percentage, mean, SD, mean, t-test, f-test and multiple regression analysis and the obtained results are analyzed accordingly.

Ansarul (2014) study entitled "Occupational stress of primary school teachers". The study attempt to compare teachers' occupational stress of primary government and private school teachers of Tehsil Laksar, District Haridwar. A sample of 100 teachers was selected,50 each from government and private schools. The researcher found that primary school teachers have highly stressed. The private primary school teachers were found to be highly stressed in comparison to their government primary school teachers.

Sukumar. A & Kanagarathinam.M (2016) study entitled "A study on occupational stress among college teachers in self-financing college in Coimbatore district". This study focuses various causes of stress and highlights various coping strategies. They focus positive attitude and meditation can help the teachers to coping with stress.

Pokhrel.A (2017) study entitled "A study of occupational stress among secondary school teachers' of Sikkim. The present study conducted in the private and governmental schools of East district of Sikkim state. A sample of 320 secondary school teachers has been selected using random sampling. Data can both be analyzed through descriptive and inferential statistics. The researcher found that qualitative improvement of the secondary school education was required.

Kaur.S (2017) Occupational stress in teaching: A comparative study of college teachers in Punjab. This research focuses the occupational stress among college teachers in relation to socio-demographic factors. There searchers found that open and democratic environment in the colleges may be help for open discussion and stress reduction.

OBJECTIVES OF THE STUDY

1. To study the difference in stress levels between government and private school teachers in Bargarh district.
2. To study the causes for organizational stress among teachers in government and private schools.

HYPOTHESES

- There is no association between age and organizational stress among teachers in government and private schools.
- There is no association between gender and organizational stress among teachers in government and private schools.
- There is no association between marital status and organizational stress among teachers in government and private schools.

METHODOLOGY

Research design - Descriptive

Population of the study - Both government and private school’s teachers

Sample size - 50

Sampling technique - Random sampling method

Data sources - Both primary and secondary data can be used for the study.

Primary data - Primary data can be collected through questionnaire.

Secondary data - Secondary data can be collected through books, journal, websites, articles etc.

Statistical tools - By using SPSS23 descriptive statistics, chi-square test.

DATA ANALYSIS AND INTERPRETATION

TABLE 1: DEMOGRAPHIC CHARACTERISTICS

Demographic variables	classification	frequency	percentage
School types	Government	25	50
	Private	25	50
Gender	Male	25	50
	Female	25	50
Marital status	Married	19	38
	Unmarried	31	62
Age	30	17	34
	35	19	38
	40	7	14
	45	7	14
Salary	20,000	19	38
	25,000	18	36
	35,000	13	26

TABLE2: ORGANIZATIONAL STRESS SCORES OF SCHOOL TEACHERS

Variables	Government school		Private School	
	Mean	S.D	Mean	S.D
Organizational stress	1.1600	.37417	1.4400	.50662
Workload	1.4000	.50000	1.3600	.48990
Job security	2.8000	1.32288	4.6800	.47610
Working condition	4.2400	1.09087	4.3200	.47610
Lack of support	1.8800	.92736	1.2800	.45826
Health issues	1.7200	.45826	1.4400	.50662
Decision making	4.4400	.71181	4.6000	.50000
Lack of value	1.9200	.90921	1.5200	.50990
Conflicts	2.0800	1.07703	1.4800	.50990
Other assignment	1.2000	.40825	1.3600	.48990

From the above table the mean value of occupational stress of private school teachers is 1.44 higher than the mean value of government school teachers is 1.1600, which means that the occupational stress is more in private school as compare to government school. Work condition is not suitable for private school teachers as compare to government teachers. Other assignments can be done by the private school teachers as compare to government school teachers.

TABLE 3: ASSOCIATION BETWEEN ORGANIZATIONAL STRESS BETWEEN GOVERNMENT AND PRIVATE SCHOOL

School types	Factors	Chi-square	df	p-value
Government	Gender	.698	1	.404
Private		.017	1	.897
Government	Age	7.226	4	.124
Private		2.904	3	.407
Government	Marital status	.198	1	.656
Private		6.512	1	.011

- Since the p-value is greater than our chosen significance level 5% we do not reject the null hypotheses. So that there is no association between age and organizational stress among teachers in government and private schools.
- Since the p-value is greater than our chosen significance level 5% we do not reject the null hypotheses. So that there is no association between gender and organizational stress among teachers in government and private schools.
- Since the p-value is less than our chosen significance level 5% we reject the null hypotheses. So that there is an association between marital status and organizational stress among teachers in government and private schools.

FINDINGS

1. Organizational stress is higher in private school’s teachers as compare to government school teachers.
2. Working condition is the measure causes to create organizational stress among private school teachers.
3. Decision making concept causes stress in government schools teachers.

4. Job security causes stress among private school's teachers.
5. There is no association between age and organizational stress among government and private school's teachers.
6. There is no association between gender and organizational stress among government and private school's teachers.
7. There is an association between age and organizational stress among government and private school's teachers.

SUGGESTIONS

- Working condition should be suitable for both government and private school teachers.
- Workload should be reduced.
- Teachers should be given more independence, respect and in the decision making.
- Various training programme should be conducted in schools.
- Workshop on stress management, anxiety, positive mental health etc. could be conducted.
- Sound communication is essential trait of the teachers.
- Support of top level management is necessary.

CONCLUSION

From the above study shows that there is no significant difference between organizational stress among teachers in government and private schools. Whereas private school's teachers were found to be higher organizational stress in various aspects than government schools teachers. For coping the stress both schools have taken the corrective measures for the better productivity of the organization. This study can help for future research in the field of education sector.

REFERENCES

1. Dr. M. Vasantha, R.Santhi, N.Deeplakshmi, "An Analysis of Work Stress among College Teachers in Self-financing College, Perambalur District, Tamilnadu", IOSR Journal of Business and Management, Volume No.12(2013), issue No.2 (August), e-ISSN:2278-487X, pp.08-12.
2. Dr. R. Prakash Babu, K.Vembu, "Occupational stress experienced by women employees in banking sector," International Journal of Social Sciences and Humanities Research, Volume 2 (2014), Issue No. 3 (July-Sept), ISSN.2348-3156, pp.154-160.
3. Dr. Santhos Areekkuzhiyil, "Factors influencing the organizational stress among teachers working in higher education sector in Kerala: An Empirical Analysis", Journal Research and Pedagogic Intervention, Volume No. 2 (2014), Issue No. 2 (January), pp.1-15.
4. Dr. Satvinderpal Kaur, "Occupational stress in teaching: A comparative study of college teachers in Punjab," International Education & Research Journal, Volume No. 3 (2017), Issue No.5 (May), ISSN NO:2454-9916, pp.331-333.
5. Jeffrey Sprenger, "Stress and coping behaviors among primary school teachers", Doctoral thesis (May,2011), pp.1-145.
6. Liaqal Ali Rahoo, Syed Ali Raza, Muhammad Was Arain, Muhammad Memon, "A Study on Occupational Stress among Faculty Members in Private Institutes of Hyderabad, Sindh" Research in Humanities and Social Science, Volume No.7 (2017), Issue No. 1, ISSN.NO.2224-5744.
7. Naina Sabherwal, Deeya Abuja, Mohit George & Arjun Hannda, "A study on occupational stress among faculty members in Higher Education institutions in Pune", Simbiosis Institute of management studies journal of management Research, Volume No. 1 (2015), March, pp.18-23.
8. Sachin Sachdeva, "A Study on employee stress management in private schools," International Journal of Research in social sciences, Volume No. 2 (2012), Issue No. II (March), ISSN:2249-4642, pp.96-102.
9. Uma T Devi, "A Study on Stress Management and Coping Strategies with Reference to IT Companies", Journal of Information Technology and Economic development, Volume No.2(2011), Issue No.2, pp.30-48.
10. Vibhuti Gupta.V, Ekta Rao, R. Mukharjee, "Occupational stress amongst faculty members: A review of literature," International Journal of Research and Development - A Management Review, Volume No.4 (2015), Issue No.2, ISSN:2319-5479, pp.18-27.

INTEGRATION OF WORK AND LIFE: AN ALWAYS-ON TECHNOLOGY CULTURE

SUMANJEET KAUR
ASST. PROFESSOR
DEPARTMENT OF COMMERCE
SHYAM LAL COLLEGE
UNIVERSITY OF DELHI
DELHI

ABSTRACT

*Over the past many years the work-life balance issues are well explored by the researchers. Work-life balance is a very complex issue. It keeps on changing with the change in growth strategies and work culture of the organizations, needs of the employees and also with the change in the economy, i.e. from demand economy to knowledge economy. Living in a globalized and well-connected world and not accepting the new trends is impossible if you want to grow in life. The globalized and well-connected world has also changed the ways of doing work, from fixed hours to always connected work through technology and virtual workplace. Globalized world and knowledge-driven economy have made the time zones irrelevant for accomplishing various tasks, especially in the business world. This flexible work has ensured 24*7 connectivity with the work. This paper aims to identify the role of technology in the work and life of the employees and how employers are bringing it in their organizational strategies and work culture. Is this always-on with technology work culture giving the autonomy desired in the personal and professional life of the employees?*


KEYWORDS

autonomy, integration, work culture, technology.

JEL CODES

O33, M54.

INTRODUCTION

taying ahead, meeting the deadlines and achieving the new heights help an individual to progress in life, be it professional or personal life. Moreover, 24*7 connectivity with the work through various information and communication technological devices (ICT) has become a phenomenon to achieve organizational success. These technologies give greater flexibility and ease in completing the task. An individual can multitask without compromising on any of the work, be it personal or professional. Corporates are offering their employees a flexible work schedule recognizing the issues and need of work and life of their employees, through various means i.e. telecommuting, flexible working hours, work from home and providing them with necessary gadgets and software (smartphones, laptops, free software, etc.). According to many of the organizations providing flexibility in the work ensure higher productivity and better retention of their talented employees. Even an individual also prefer a job in which he/she gets time to relax with his family, friends and for social life. Not for the married people only, it's same for the unmarried or singles too, due to the increased complexities in life. Now life is not just limited to the office and home. It has many facets, like professional life, family life, social life and having some quality time for one's own personal or spiritual growth and well-being. Integration of work and life with various technology devices ensures an "always-on" culture for many in the modern-day world, be it corporates, information technology, education or health sector. This working with technology and always available for work, culture is almost everywhere. There are two views for work and life issues- one is segmented work and life, second is integrated work and life. Young generation prefers integrated work and life, as they are of the view that it gives them greater flexibility in striking a balance between both the domains.

REVIEW OF LITERATURE

There are four types of work-life balances – first *balancers*, maintaining clear boundaries of work and life; second *Careerists*, more concerned about their work-life; third *Career-Sacrificers*, personal or family life is more important to them than work life and the fourth is *Integrators*, they prefer merging both the domains work and life (Ayudhya & Lewis, 2011). From these integrators is more prevalent in today's world. Everybody is trying to strike a balance by preferring flexible work schedules but ending at merging both the work and life instead. Most of the participants were of the view that smartphones make work more convenient and fast for them but many were not happy with that as it is taking their time (Bomber K., 2010). ICT is acting as a facilitator in blurring the boundaries between work and life, by providing flexibility and increasing the workload by taking away the personal space of an individual. People feel more stressed due to all-time connectivity (Tennakoon, 2007, Nam T, 2014; Mazmanian et.al 2013; Mustafa Al-Saidi, R., 2015). Extension of work in personal life (work- extensification) and increased speed and demand of work (work-intensification) as a consequence of the invasion of technology in personal life was very well explained. This long hour culture is affecting the life of academicians (Currie & Eveline, 2010). Technologies give a virtual environment of simultaneous occurrence of personal and professional works. People are working in a dynamic world in which their preference for segmentation and integration of work keeps on changing according to the situation (Whiting et.al.). Employee's attitude and belief towards work, work involvement also decide their willingness to stay connected with the work (Boswell, 2007). Mobile email devices used by the professionals has intensified the expectation of their availability, which is quite contradictory to the belief that technology gives autonomy to the users (Mazmanian, et.al. 2013).

RESEARCH METHODOLOGY

For the purpose of this paper main source of information is the secondary data. The data is collected from the already existing literature related to the topic, some research journals and newspapers. For the better understanding of the implications of the always-on work culture, data is also used from the surveys conducted in the recent years and from specific company websites.

OBJECTIVES

The objectives of this paper are:

1. To understand what role technology plays in terms of always-on work culture, which leads to the integration of work and life.
2. What are the implications of this long hour culture, in terms of autonomy and technology-assisted supplemental work?
3. How organizations are dealing with this always-on technology culture?

AUTONOMY AND TECHNOLOGY ASSISTED SUPPLEMENTAL WORK

These two terms autonomy and TASW well define the always-on culture, integration of work and life.

Autonomy is the ability to have control of one's activities either related to personal life or at the workplace. But it gets affected by many other factors by using the ICT devices, i.e. work involvement, commitment, flexibility at the workplace and it gives contradictory results. The more a person uses ICT devices the more he/she

is unable to disconnect from the work. In the end, the person has to compromise on autonomy, by allowing technology to invade their personal space and blurring the boundaries between work and life. Here technology is integrating the work and life. This contradiction is well explained by Mazmanian and others (2013). They called it *autonomy paradox*. The study was done on knowledge professionals and how they navigate through technology between their work commitment and personal autonomy. The use of ICT like smartphones, emails, etc. extend the working hours for an individual irrespective of the time and place. More they use these devices more they feel stressed out due to the increase in workload. Some respondents also felt that they are being controlled by these devices (Barley et.al. 2011).

Fenner and Renn (2004) gave a theoretical framework of *technology-assisted supplemental work (TASW)*. It means an increase in working hours for an employee, and remaining connected to work through various technology devices be it laptops, PDAs, smartphones, etc. Why an individual indulges in TASW? This has direct and indirect relation with career aspirations, job commitment and job involvement (Boswell et.al. 2007). It also depends on the type of work assigned to an employee and the type of technology used to complete the work. Perceived usefulness of using technology, improving efficiency and productivity can also be the reasons behind using ICT after hours. TASW blurs the boundaries between work and life which leads to work and life conflict.

ALWAYS-ON TECHNOLOGY CULTURE

There are always expectations from the employees that they will be accessible all the time through ICT. This makes it harder to understand where the working hour's end and personal life begins. There is always an unseen pressure on the employees that they might get a work-related call or email any time of the day. This always-on or available culture is also changing the ways of doing work. It's surprising that not even employers, the colleagues too find it ok to send the message, call or email, etc. regarding work at any time. In the following section implications and how organizations are dealing with this always-on technology work culture have been discussed.

IMPLICATIONS OF ALWAYS-ON TECHNOLOGY CULTURE

In the past studies various technology-related outcomes have been discussed, i.e. work-life conflict, family to work-life conflict, stress, anxiety, various health issues like lack of sleep, fatigue, obesity, etc. Apart from these, there are some other implications of using the technology:

- a) *Work and life get intertwined*- 24*7 connectivity results in the invasion of work through technology in personal life. Currie and Eveline (2010) explained it through work intensification (increase in the speed of doing the work) and work extensification (extension of work beyond office hours). A person ended with working longer hours than required.
- b) *Unhealthy competition among employees*- a healthy competitive environment should prevail in the workplace for the growth of the organization and employees. It helps in maintaining an active and innovative workforce. It becomes unhealthy when an employee tries to overtake another employee by working for odd hours and sending and replying immediately to work messages or emails. That might not be possible for another employee. It unnecessary raise the expectations of employers from all the employees. It's also not good from the employers to end to send emails, messages or calls after hour. It unnecessarily burdens the employees.
- c) *Employee burnout*- the more an employee remains accessible for work, the more he/she feels overworked. When you are unable to get yourself disconnected from work, it leads to burnout for those employees who work for longer hours on technology. This is seen in knowledge professionals, IT professionals or those who are working at managerial level jobs in the corporate world.
- d) *Reduced productivity*- many of the people think that technology helps them to do their work efficiently and with ease. Technology give flexibility, speed, fast processed information, free from boundation of time and place, helps in multi-tasking the things. But research has already proved that scientifically human brain can't effectively multitask. We are just switching from one work to another and not multitasking (Goldhill, O.2016). The human brain is not designed to do two works at one go. It is just the technology which is helping to switch from one task to another. Moreover, long-hour culture results in burnout, fatigue and workload stress which ultimately reduce the productivity of an employee.
- e) *Technostress*- a stress caused by working daily on ICT devices, i.e. computers, laptops, smartphones, etc. Globalization and intense competition have pushed employer and employee both to use more of technology. Employers are investing more in it by providing company laptop and smartphones to its employees. Employees have to learn new technologies and devices to remain competitive, if they are unable to do so or face any problem doing so they feel stressed out. ICT usage results in any of these stress i.e. fear of losing the job, ICT complexities and uncertainty, work overload, invasion of personal life (Tarafdar, 2003).
- f) *Switching between roles*- an employee has to switch between roles, while using technology after hours, from an employee to a person who is just a normal family member or friend in the family. While using technology employees are either creating psychological boundaries or physical boundaries between their work and personal life (Ashforth et.al. 2000). Integration blur the physical boundaries thus more need to create psychological boundaries arises. And a person has to switch between roles psychologically, which is more stressful as a person is again trying to multitask which is not possible for the human brain.

In a survey conducted by Accenture in 2012 in 33 countries (including India) revealed that:

TABLE 1

Findings/outcomes of the survey	% of participants
Technology helps in flexible schedules.	77%
Flexibility is extremely important to have work-life balance	80 %
Work is entering in their personal life through technology.	70 %
Participants think that they are workaholics.	40%
During vacations:	
Checking email	71%
Catching up on work	44 %
Working with no distractions	35%
Participating in conference calls	30 %

Source: <https://newsroom.accenture.com>

The results of this survey were quite contradictory. it shows support for flexible work hours but at the same time, the majority of the participants find it that work is interfering in their lives through technology.

A survey conducted by Randstad Workmonitor, in January 2018 (covering 33 countries), shows shifting in trends from traditional work methods to a more agile way of doing work. India and China are taking the lead. 82% of the respondents are happy with this flexibility but 44% says that they feel certain work pressure due to all-time work connectivity. In the case of virtual meetings culture in the jobs, again India is taking the lead at 74% and China at 70%. In the present survey, it was found out that 48% of the participants believe that their boss or manager has the autonomy to decide and prioritize their work. This results in autonomy paradox. Results of the survey have shown that autonomy increases with the increase in age, 68% of 18-24 years, 63.1% of 25-34 years, 49.8% of 45-54 years and 45.2% of 55-67 years of the age, says that managers have the say in prioritizing their work. The reason could be, with an increase in the age employees get promoted or grow in their respective professional fields.

ORGANIZATIONS STRATEGIES TO DEAL WITH ALWAYS-ON TECHNOLOGY CULTURE

It should be the priority of organizations to implement a proper work-life policy to improve the productivity of their employees. It should be embedded in organizations culture and should not remain only on paper.

A German vehicle-maker Daimler innovated "holiday email", which has the auto-delete option in case employees don't find the courage to delete work emails during their vacations. Volkswagen's and BMW has followed this policy and encouraged its employees not to respond to work emails after office hours to ensure a proper balance between work and life. There are certain behaviors which are associated with an overload of technology usage like burnout, technostress, low productivity, etc. these harm employees health. An organization must issue guidelines or policies that could limit the excessive use of technology for work after working hours. France has implemented the "right to disconnect" rule for workers of France as a part of the labor laws of the country. The organization has been asked to set the limit when workers need not respond to the work-related emails or messages etc. Amazon has announced to its employees not to take work-related calls from 6 pm to 8 am. The stress arising from these work calls out of office hours is quite complicated. The employer can also initiate a digital detox program, a program to better understand the effect of technology usage on employees. In the digital detox period, a person refrained from any technological devices or ICT services. The benefits are to reduce stress, anxiety, increase social interactions. This may include not sending any work-related calls or messages to the employees during their vacations.

The onus of creating a healthy work culture mostly remains on the employer. If the employer is appreciating the always available for work employees then other employees who can't do so will feel left out. Certainly, the employer will expect always available behavior from them too. Using the technologies is not a problem but handling it improperly is. Some are of the view that at a higher level of management it is impossible to completely stop the work emails or calls after hours. In globalized business and working in different time zones of the world it is difficult to leave behind the emails and messages, a work-related emergency can occur at any time.

There could be several reasons behind doing work after hours by the employee and employer:

TABLE 2

<p><i>Reason:</i> Excessive competition due to globalized business, it's impossible to stop after-hours calls and mails by the employer.</p> <p><i>Corrective measure:</i> Employer may restrict the emails and calls if unable to completely stop it. Moreover, top management should learn that it's more important to complete the work in-office hours.</p>
<p><i>Reason:</i> Due to noise and distractions at workplace employees prefer to work from home.</p> <p><i>Corrective measure:</i> Employer must ensure that those employees who are doing work which require lots of thinking and research must be assigned a separate space at the workplace.</p>
<p><i>Reason:</i> Employees have been assigned too much work which is not possible to complete in limited office hours.</p> <p><i>Corrective measure:</i> The employer must take corrective measure, either by redesigning the job structure, providing proper training or flexible schedule according to the need of the employees.</p>
<p><i>Reason:</i> Calling employees to attend meetings and conferences, which are not meant for every of the employee of the organization.</p> <p><i>Corrective measure:</i> In this case employer should ensure that only that employee should be called whose presence is much required. Others may be apprised through various audiovisual modes.</p>
<p><i>Reason:</i> Showing extra dedication to remaining in good books of the employer, this is also called "striver syndrome".</p> <p><i>Corrective measure:</i> Employer must restrain this kind of behavior because there is a possibility that it will lead to unhealthy competition among the employees.</p>
<p><i>Reason:</i> Fear of losing the job, intense competition.</p> <p><i>Corrective measure:</i> Employer must ensure a healthy work environment, where doing overtime should be restricted and employee's contribution should be appreciated. Employee counseling may also be initiated by the employer.</p>

CONCLUSION

Regular use of technology through social media, internet, etc. indicates that respondents are well versed with and know how to use the technology to their advantage. Having control of technology decides whether it will be positive or negative for the well-being of those who are using it. Most of the people are compromising on their autonomy thinking that technology is helping them to exercise greater autonomy in whatever they do. The impact of technology is well researched by researchers from time to time since the advent of technology. 24*7 connectivity has made the work-life balance concept almost obsolete in today's agile world. So, there is no such thing named balance, it is just the integration of work and life and prioritizing the work accordingly, which are being accomplished by the technology. Work culture has been redefined by the all-time connectivity. Organizations must think about its implications to ensure retention, physical and psychological well-being of its workforce for the long term. Sometimes, employees are unable to adapt to this always-on work culture. Past studies and various surveys conducted shows this trend by pointing at contradictory results, integration, and technology a welcome step in their life and an intrusion too. It is the collective responsibility of the employer and employees to ensure healthy always-on work culture. This always-available culture will remain and prevail in the future too.

REFERENCES

- Ashforth, B.E., Kreiner, G.E. and Fugate, M. (2000), "All in a day's work: boundaries and micro role transitions," *Academy of Management*, Vol. 25, No. 3, pp. 472-491.
- Ayudhya, U., C., N., Lewis, S. (2011), "From 'Balancers' to 'Integrators'? Young Professionals' Talk about 'Work' and the Rest of 'Life' in the UK," *Creating Balance? International Perspectives on the Work-Life Integration of Professionals*, edited by Stephan Kaiser, Max Josef Ringlstetter, Doris Ruth Eikhof & Miguel Pina e Cunha, Springer, Chapter 3, pp. 47-63.
- Barley, S.R., Meyerson, D.E. and Grodal, S. (2011), "E-mail as a source and symbol of stress", *Organization Science*, Vol. 22, No. 4, pp. 887-906.
- Bhattacharya, S. (2018), "Why a ban on post-work emails from bosses to employees may be unrealistic for India Inc.," *The Economic Times*, viewed on July 11, 2019, economictimes.indiatimes.com.
- Bomber, K., (2010), "Work/Life Balance and Smartphones: Can a Smartphone make a difference?", Thesis, Linneaus University, Sweden.
- Boswell, W. R. and Olson-Buchanan, J. B. (2007), "The use of communication technologies after hours: the role of work attitudes and work-life conflict," *Journal of Management*, Vol. 33 No. 4, pp. 592-610.
- Currie, J. and Eveline, J. (2010), "E-technology and work/life balance for academics with young children," *Springer, Higher Education*, Vol. 62, No. 4, pp. 533-550.
- "Doing wellbeing well, An assessment of health and wellbeing programmes at multinational companies", *The Economist Intelligence Unit Limited 2018*, viewed on 10 July, 2019. <https://www.adecogroupfoundation.org/includes/downloads/doing-wellbeing-well.pdf>.
- Fenner, G.H. and Renn, R.W. (2010), "Technology-assisted supplemental work and work-to-family conflict: The role of instrumentality beliefs, organizational expectations and time management," *Sage, Human Relations*, pp. 63-82.
- Gazibaric, T. (2015), "Work-related use of after-hours: The Impact on Work-Family Conflict," Thesis, University of Ljubljana, Slovenia.
- Goldhill, O. (2016), "Neuroscientists say multitasking literally drains the energy reserves of your brain", *Quartz*, viewed on July 11, 2019, <https://qz.com>.
- Magazine, (2014), "Should holiday email be deleted?," *BBC News*, viewed on 14 July, 2019, <https://www.bbc.com/news/magazine-28786117>.
- Mayhew, R. (0). "The Disadvantages of Being Connected to Work 24/7", *Chron*, Viewed on 15 July, 2019, <https://work.chron.com>.
- Mazmanian, M., J. Orlikowski, W. and Yates, J. A. (2013), "The Autonomy Paradox: The Implications of Mobile Email Devices for Knowledge Professionals," *INFORMS- Institute for Operations Research and the Management Sciences*, Organization Science Articles in Advance, pp. 1-21.
- Mustafa Al-Saidi, R. (2015), "The Impact of Advanced Technology on Work-Life Balance for the Administrative Staff at UNRWA-Gaza Field Office," Thesis, University of Gaza, Palestine.

16. Nam, T. (2014), "Technology Use and Work-Life Balance," *Applied Research in Quality of Life- The Official Journal of the International Society for Quality-of-Life Studies*, Volume 9, Issue 4, pp. 1017–1040.
17. Pauleen, D., Campbell, J., Harmer, B. and Intezari, A. (2015), "Making Sense of Mobile Technology: The Integration of Work and Private Life", *SAGE Open*, pp.1-10.
18. randstad workmonitor q1 2018 - working at the office still rules, Viewed on 15 July, 2019, <https://tools.eurolandir.com>.
19. Tarafdar, M., Qiang Tu and Ragu-Nathan, T.S. (2003), "The impact of technostress on role stress and productivity," *Journal of Management Information Systems*, Vol. 24 No. 1. pp. 301-328.
20. Tennakoon, U.S. (2007), "Impact of the Use of Communication Technologies on the Work-Life Balance of Executive Employees", *Managing Worldwide Operations & Communications with Information Technology*, pp. 557-560.
21. Weir, J. (2019), "Three Ways Technology Can Help With Work-Life Balance," *Forbes*, Viewed on 15 July, 2019, <https://www.forbes.com>.
22. Whiting, R., Roby, H., Chamakiotis, P., Symon, G., Chong, M., K., Whittle, J., Rashid, U. and Ang, C., S. (2014), "Anytime, anywhere: Negotiating work life boundaries in a digital world", Conference: Fifth Annual Digital Economy All Hands, At London, UK.
23. Zack, Z. (2017), "Is Work-life integration the mantra to achieving corporate success?," *People Matters*, Viewed on 14 July, 2019, <https://www.peoplematters.in>.

WEBSITES

24. https://newsroom.accenture.com/article_display.cfm?article_id=5669, Viewed on 15 July, 2019.
25. <https://workforceinsights.randstad.com/hr-research-reports-workmonitor-q22019>. Viewed on 14 July, 2019.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Computer Application & 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 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 to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

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

