



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	INTERNATIONALIZATION STRATEGIES FOLLOWED BY THREE MEXICAN PIONEER COMPANIES GRUPO MODELO, GRUPO BIMBO AND CEMEX: ISSUES AND CHALLENGES <i>JOSE G. VARGAS-HERNANDEZ & MOHAMMAD REZA NORUZI</i>	1
2.	DELIVERY OF EFFICIENT AND EFFECTIVE PRIMARY EDUCATION AND HEALTHCARE SERVICES BY LOCAL GOVERNMENTS OF OYO STATE IN NIGERIA <i>DR. SAMIHAH KHALIL @ HALIM & DR. SALIHU, ABDULWAHEED ADELABU</i>	8
3.	THE FOUNDATIONS OF RELATIONSHIP MARKETING <i>SYED HABIB ANWAR PASHA, IMRANUL ISLAM SABBIR & SYED OHIDUR RAHMAN</i>	13
4.	EMPLOYEES RETENTION STRATEGIES: A STUDY OF SELECTED ORGANIZED RETAILER IN LUCKNOW CITY, UTTAR PRADESH <i>PRIYA & DR. VIKRAM BISEN</i>	21
5.	COSTING EMPLOYEE TURNOVER BASED ON EMPLOYEE PERFORMANCE LEVEL - A STUDY ON FIVE STAR HOTELS IN BANGALORE <i>PRASANNAKUMAR.J.P & DR. SHAJI THOMAS</i>	30
6.	ORGANISED RURAL RETAILING IN INDIA THROUGH 'RPSO' (RURAL PROCUREMENT AND SUPPLY OUTLET) MODEL <i>DR. N. RAMANJANEYALU & DR. M. S. SUBHAS</i>	41
7.	SIX SIGMA - ORIENTAL INDIAN MANAGEMENT CONCEPTS: MODERN JAPANESE INDUSTRIAL QUALITY CONTROL STANDARD – (AN INQUIRY THROUGH HISTORICAL & PHILOSOPHICAL PERSPECTIVE) <i>DR. S. P. RATH, DR. BISWAJIT DAS, ARCHANA CHAUDHARY & PRIYA PUTHAN</i>	46
8.	A STUDY ON IMPULSIVE BUYING BEHAVIOUR AND SATISFACTION TOWARDS RETAIL OUTLET IN BIG BAZAAR COIMBATORE <i>A. PUGHAZHENDI & DR. D. SUDHARANI RAVINDRAN</i>	51
9.	A STUDY ON BRAND PERCEPTION OF FMCG GOODS <i>DR. S. JEEVANANDA</i>	55
10.	ENVIRONMENTAL MANAGEMENT ACCOUNTING PRACTICES IN SELECT ISO 14001 COMPANIES IN INDIA <i>DR. HEENA SUNIL OZA & DR. MINAL CHIRAG PATEL</i>	59
11.	ORGANIZED RETAILING IN SMALLER CITIES - THE NEXT MOVE <i>DR. C. S. DALVI & SAYALI PATASKAR</i>	64
12.	MANAGERIAL CREATIVITY AND WORK MOTIVATION OF SECONDARY SCHOOL TRIBAL TEACHERS IN RELATION TO THEIR OCCUPATIONAL SELF EFFICACY <i>DR PRAKASH CHANDRA JENA</i>	67
13.	ENHANCING BRAND VALUE THROUGH CSR <i>DR. SARITA BAHL</i>	72
14.	FACTORS EFFECTING PURCHASE DECISION OF BRANDED SPORTS ACCESSORIES WITH SPECIAL REFERENCE TO REEBOK <i>DR. PREETI MK. SHARMA & RUBINA PATHAN</i>	79
15.	ADVERTISING AND CONSUMER BUYING BEHAVIOUR: A STUDY WITH SPECIAL REFERENCE TO NESTLE LTD. <i>DR. NAVEEN KUMAR, DR. VIJAY KUMAR GANGAL & KIRTI SINGH</i>	83
16.	FACTORS INFLUENCING CAREER CHOICE AMONG ADOLESCENTS <i>ZARINE IMMANUEL & DR. KALYANI KENNETH</i>	88
17.	DIVERGENCES BETWEEN INDIAN ACCOUNTING STANDARDS (ASs) AND INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRSs) <i>DR. ATUL VORA & AJEET KUMAR SAHOO</i>	92
18.	A CRITICAL STUDY OF CONSUMER PREFERENCES TOWARDS ORGANIZED RETAIL IN JAIPUR <i>DR. SUSMIT JAIN</i>	99
19.	A STUDY ON ATTITUDE OF WOMEN TOWARDS FITNESS CENTRE IN RAMANATHAPURAM, TAMILNADU <i>DR. A. MARTIN DAVID, R. KALYAN KUMAR & G. DHARAKESWARI</i>	116
20.	FACTORS AFFECTING EQUITY INVESTORS' BEHAVIOR <i>DIVYANG J JOSHI, AGA KHUSHBOO & RAHI DESAI</i>	120
21.	CELEBRITY ENDORSEMENT: A STUDY OF INDIAN FMCG SECTOR <i>SUNILDRO L.S. AKOIJAM</i>	127
22.	STOCK MARKET BEHAVIOUR: EVIDENCE FROM ASIAN STOCK MARKETS <i>DR. SANJEET SHARMA</i>	131
23.	FINANCIAL INCLUSION - THE QUESTION UNANSWERED <i>SMITA RAO & VAISHALI RAHATE</i>	136
24.	SIGNIFICANCE OF FLEXIBLE WORK TIMING IN WORK-LIFE BALANCE <i>PREETHI VIJAIMADHAVAN & DR. D. VENKATRAMA RAJU</i>	142
25.	QUALITY OF LIFE OF FEMALE PROFESSIONALS: A COMPARATIVE STUDY OF MALE VS. FEMALE <i>PRATIBHA BARIK</i>	148
	REQUEST FOR FEEDBACK	152

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories Indexed & Listed at: [Ulrich's Periodicals Directory](#) ©, [ProQuest, U.S.A.](#), [The American Economic Association's electronic bibliography, EconLit, U.S.A.](#), [Open J-Gate, India](#) as well as in [Cabell's Directories of Publishing Opportunities, U.S.A.](#)

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

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

www.ijrcm.org.in

CHIEF PATRON

PROF. K. K. AGGARWAL

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

PATRON

SH. RAM BHAJAN AGGARWAL

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

CO-ORDINATOR

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

ADVISORS

PROF. M. S. SENAM RAJU

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

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

Dean (Academics), Tecnia Institute of Advanced Studies, Delhi

CO-EDITOR

DR. BHAVET

Faculty, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

EDITORIAL ADVISORY BOARD

DR. AMBIKA ZUTSHI

Faculty, School of Management & Marketing, Deakin University, Australia

DR. VIVEK NATRAJAN

Faculty, Lomar University, U.S.A.

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

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

PROF. ROSHAN LAL

Head & Convener Ph. D. Programme, M. M. Institute of Management, M. M. University, Mullana

PROF. ANIL K. SAINI

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

DR. KULBHUSHAN CHANDEL

Reader, Himachal Pradesh University, Shimla

DR. TEJINDER SHARMA

Reader, Kurukshetra University, Kurukshetra

DR. SAMBHAVNA

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

DR. MOHENDER KUMAR GUPTA

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

DR. SHIVAKUMAR DEENE

Asst. Professor, Government F. G. College Chitguppa, Bidar, Karnataka

MOHITA

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

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

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

PROF. ABHAY BANSAL

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

DR. V. SELVAM

Divisional Leader – Commerce SSL, VIT University, Vellore

DR. PARDEEP AHLAWAT

Reader, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

S. TABASSUM SULTANA

Asst. Professor, Department of Business Management, Matrusr Institute of P.G. Studies, Hyderabad

TECHNICAL ADVISOR

AMITA

Faculty, Government H. S., Mohali

MOHITA

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

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

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

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

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

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

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF _____.

(e.g. Computer/IT/Finance/Marketing/HRM/General Management/other, please specify).

DEAR SIR/MADAM

Please find my submission of manuscript titled ' _____ ' for possible publication in your journal.

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

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

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

NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

2. **INTRODUCTION:** Manuscript must be in British English prepared on a standard A4 size paper setting. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of the every page.
3. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.
4. **AUTHOR NAME(S) & AFFILIATIONS:** The author (s) full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address should be in italic & 11-point Calibri Font. It must be centered underneath the title.
5. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para.
6. **KEYWORDS:** Abstract must be followed by list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should be in a 8 point Calibri Font, single spaced and justified.
10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and titles must be above the tables/figures. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. It must be single spaced, and at the end of the manuscript. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use **(ed.)** for one editor, and **(ed.s)** for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

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

CONTRIBUTIONS TO BOOKS

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

JOURNAL AND OTHER ARTICLES

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

CONFERENCE PAPERS

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

UNPUBLISHED DISSERTATIONS AND THESES

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

ONLINE RESOURCES

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

WEBSITE

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on July 05, 2011 <http://epw.in/user/viewabstract.jsp>

SIGNIFICANCE OF FLEXIBLE WORK TIMING IN WORK-LIFE BALANCE

PREETHI VIJAIMADHAVAN
RESEARCH SCHOLAR
VELS UNIVERSITY
CHENNAI

DR. D. VENKATRAMA RAJU
ASSOCIATE PROFESSOR
POST GRADUATE AND RESEARCH DEPARTMENT OF COMMERCE
PACHAIYAPPA'S COLLEGE
CHENNAI – 600 030

ABSTRACT

The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities than as complementary elements of a full life. This initiative was aimed at encouraging employers to adopt flexible working arrangements such as job sharing, flexi-time, compressed hours and others, to help their employees to achieve a better balance between the demands of paid employment and those arising from there. The way to achieve this is to adopt an approach that is "conceptualized" as a two way process involving a consideration of the needs of employees as well as those of employers. In order to engage employers in this process it is important to demonstrate the benefits that can be derived from employment policies and practices that support work-life balance, and the scope that exists for mitigating their negative effects on the management of the business. This article discusses the significance of flexible work timing in work life balances

KEYWORDS

Work-Life Balance, Flexible Working, Demands of Employment, Encouragement.

INTRODUCTION

Work-life balance is about improving people's quality of life and widening access to paid employment and career opportunities. A work-life balance ethos supports staffs who wish to have a greater involvement in public life and in the community. It sends a positive message to students with caring responsibilities and promotes positive values to the rest of the students. Working more flexibly can contribute to reducing traffic and pollution thus reinforcing the commitment of the university to the local environment. It can be concluded that supporting and further developing work-life balance policies and practices is important to the university as it presents a series of benefits both for the institution and its employees. For this reason the Directorate of Human Resources has carried out a university-wide staff audit to gain information in order to ensure that work-life balance policies and practices are consistently implemented, match the needs of staff and are compatible with the operational requirements of the university. The following section of this report explains how the audit was carried out and provides an in-depth analysis of its main findings.

Work-life balance policies and practices are also instrumental to ensure that some important economic goals are achieved particularly with regard to women's employment and earnings. The European Union has set a goal of increasing the number of women in work to more than 60% by 2012 (The Social Situation in The European Union, 2001). Although the domestic figures show that the India is well ahead of this target, as overall 67% of women and 79% of men aged between 16 - 64 are in employment, there is still a significant gap between the percentage of men and women with dependent children who are in employment, 89% and 65% respectively. The gap widens considerably when one looks at the percentage of women in employment whose youngest child is aged 5 or under, in this instance only 53% work, and many of those do so on a part-time basis (Equal Opportunity Commission, 2003).

Women's interrupted and patchy employment history has a detrimental effect on pension entitlements and leads to a high level of female poverty in old age. Therefore there is a compelling case for helping women to remain in employment throughout the years of child rearing by offering working pattern that are compatible with their childcare responsibilities

OBJECTIVE OF THE STUDY

- To Study the role of monitoring section focuses on the tracking of the performance of individuals, reviewing performance (e.g. through regular appraisals and job plans)
- To enumerate the initiatives of employees in targets section examines the type of targets (whether goals are simple)
- Establish the extent to which employees perceive the provision of work-life balance practices as inclusive.
- Ascertain the demand for work-life balance practices.
- Assess take-up of work-life balance practices including reasons for non take-up (e.g. impact on job security and promotion).
- Ascertain employees' views on the detrimental effects of flexible working.

REVIEW OF LITERATURE

The existing studies are very few and very little information is available about the Work life balances usage on various tools.

Research conducted by IES (Kodz et al., 2008) prior to the implementation of the right to request flexible working, nonetheless, indicates some of the other reasons why employees may not wish to change their working arrangements.

The first Work-Life Balance Baseline Study was conducted in 2008 by IFF on behalf of the Department of Education and Employment (Hogarth, et al, 2009). The study's aim was to assess the extent to which employers operated work life balance practices and whether employees felt existing practices met their needs.

The first Flexible Working Life Balances Employee Survey was carried out between September 2008 and February 2009, between six and 11 months after the right to request flexible working was introduced in April 2007 (Palmer, 2009).

The second Flexible Working Life Balances on Employee Survey was conducted in January 2005 (Holt and Grainger, 2005). It aimed to monitor changes in the awareness and take-up of the right to request flexible working since the first flexible working employee survey, and to assess the impact of the legislation

RESEARCH METHODOLOGY AND DATA ANALYSIS

This study is based on primary data and secondary data. Primary data collected from 120 Employees of private and public company in India. With the help of a well drafted, pre-tested and structured questionnaire. Descriptive research is used when the purpose of the study is to describe the characteristics of certain groups. In this study, the survey method is employed, where in the data collected from the questionnaires left in convenient blank locations, transmitted

electronically, personal contacts. A sample of 200 respondents being the users of E-Banking services was selected of which only 150 questionnaires responded after the two follow-ups. Of these, only 120 questionnaires were effective, as some of the questionnaires had incomplete responses, there by yielding a 30%. Secondary data collected through journals, websites, magazines, and newspapers are used to find out the employee work life balances.

SUMMARY OF RESULTS

A wide variety of staff from across the company responded to the survey of which just fewer than 36% have children. The most commonly cited interests outside of work are sport (21.3%) and undertaking a course of study or training (20.7%). The vast majority (97.6%) of respondents believe that it's important to achieve a balance between work and personal life and most (84.2%) agree that doing so is a joint responsibility of employer and employee. Certain categories of staff (single, no children, manual staff, supportive manager and senior management) are more likely than average to believe that policies to promote work-life balance can be unfair to them. The majority of staff feels that their manager's style supports work-life balance at least some of the time (89.5%) and that they can discuss issues with them, again at least some of the time (83.4%). Academic staffs are the group least happy with their line manager's attitudes towards work-life balance. They are also the group most likely to feel that their colleague's needs to balance work and personal life impacted on them in a negative way. Marked variations exist in current levels of flexibility for staff on different contracts. Manual staffs are the most likely to work part-time (42.9%) and Supportive managers the most likely to work from home occasionally (62% and 68.4% respectively).

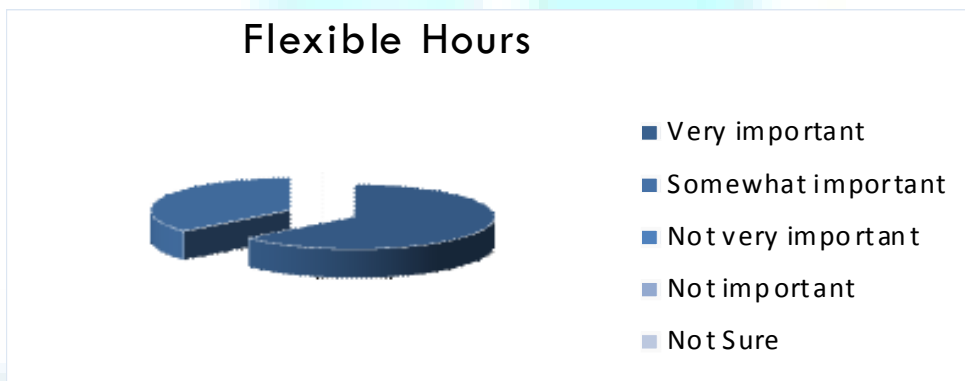
Flexible working is certainly not just something for parents as 'To suit overall needs' (32.7%) was the most common reason given for flexible working followed by 'To reduce the amount of traveling' (22.4%). 'Childcare responsibilities' (19.9%) was the third most important reason. The reasons for wanting flexible working change depending on the age of the respondents. In all age groups apart from those aged 25 to 30 'to suit overall needs' was the most common reason given. For 21 to 25 year olds 'to pursue a course of study or training' was the reason cited most often (28.6%). Childcare responsibilities take on their greatest significance in the 26 to 35 and 36 to 45 age groups. Over half of respondents (55.2%) would like to work more flexibly. The majority who don't want to say it's because they were happy with their current situation. The working arrangements most often cited as being of interest to those who would like more flexibility are flexitime (48.2%), working from home occasionally (40.4%) and compressed working hours (39.3%). The most common reasons given for wanting more flexible working are: 'To suit overall needs' (29.9%), 'To reduce the amount of travel' (24.2%), 'To pursue a course of study or training' (18.5%), 'Childcare responsibilities' (17.5%) and 'To pursue major interest outside work' (14.2%). In terms of special leave only maternity leave (10%) and compassionate leave (11.8%) have been taken by more than 10% of respondents. However figures are much higher in other areas when looking at leave staff thinks they might take in the future. 25% say they are likely to take compassionate leave, 14.4% that they may take a career break, 11.6% that they may take maternity leave and 11.4% that they may take additional leave. Results suggest there is a need to make details of the policies and practices relating to special leave (including who staff should talk to about obtaining it) much clearer. Depending on the type of leave taken there were wide variations in from where staff received their information and in the quality of information they obtained. Staff taking compassionate leave was most likely to feel the quality of information they received was poor (23.5%) and staff taking maternity leave the least (12.2%). Few staff had taken advantage of the employee support available to them with the occupational health service being used by the greatest number of respondents (13.4%).

PERCENTAGE OF RESPONDENTS

A) Factors in alleviating stress – Flexible Hours

Total respondent	= 120
1) Very Important	= 63%
2) Somewhat important	= 36%
3) Not very important	= 0%
4) Not important	= 0%
5) Not Sure	= 0%

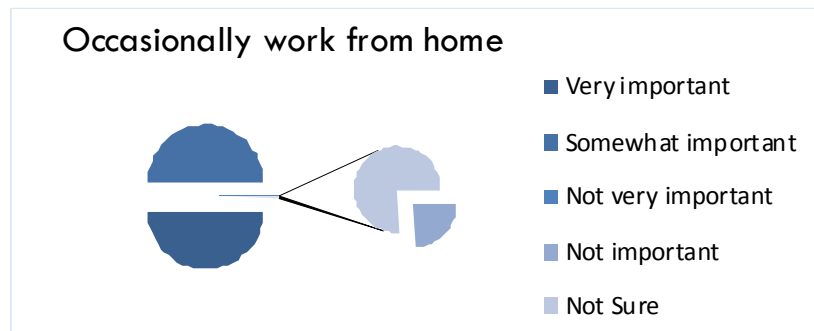
GRAPH 1: FLEXIBLE HOURS



B) Factors in alleviating stress – Occasionally work from Home

Total respondent	= 120
1) Very Important	= 36%
2) Somewhat important	= 36%
3) Not very important	= 5%
4) Not important	= 5%
5) Not Sure	= 16%

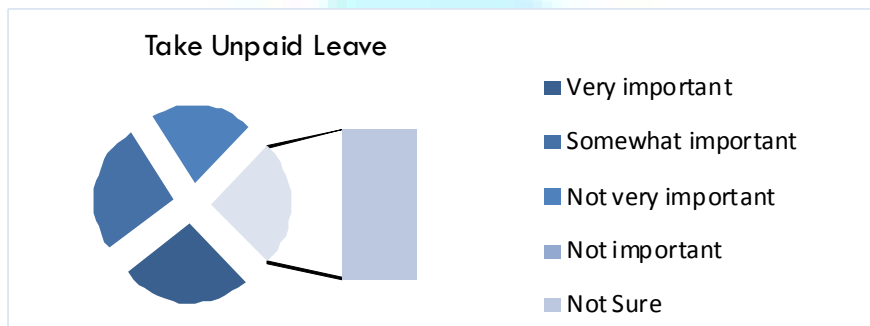
GRAPH 2: OCCASIONALLY WORK FROM HOME



C) Factors in alleviating stress – Take Unpaid Leave

Total respondent	= 120
1) Very Important	= 27%
2) Somewhat important	= 27%
3) Not very important	= 21%
4) Not important	= 0%
5) Not Sure	= 26%

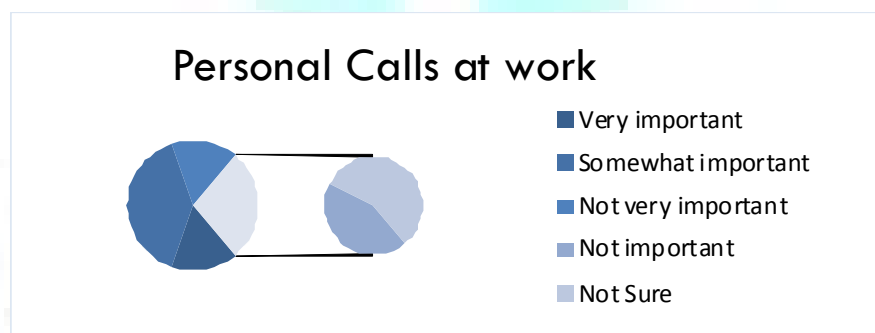
GRAPH 3: TAKE UNPAID LEAVE



D) Factors in alleviating stress – Personal Calls at work

Total respondent	= 120
1) Very Important	= 16%
2) Somewhat important	= 40%
3) Not very important	= 16%
4) Not important	= 12%
5) Not Sure	= 16%

GRAPH 4: PERSONAL CALLS AT WORK



LIMITATIONS OF THE STUDY

- The data collection procedure was taken up from customers in Chennai city only.
- Personal bias and prejudice of the respondents could have affected the results of the study.
- The sample size of 120 customers may constitute a limitation due to its small nature.

FLEXIBLE WORKING ARRANGEMENTS

JOB SHARING

Women (63 per cent) were considerably more likely than men (43 per cent) to say that it would be feasible for their job to be undertaken on a job-share basis, even though this option was not currently available. However, comparing the views of employees who were working flexibly in some way other than part-time (or who had done so in the past 12 months), with nonflexible full timers, there was very little difference: whilst 62 per cent of those defined as part-time by this variable thought that it would be feasible to do their job on a shared basis, this was the case of only 46 per cent of other flexible workers, and 48 per cent of those not working flexibly.

FLEXIBLE TIME

The findings would suggest that there is considerably more potential to increase the use of flexible time in the private than the public sector: 47 per cent of private sector employees who did not currently have flexi time available to them felt that it would be feasible to do their job in this way, as compared to 28 per cent of those in the public sector. Comparing findings for different industries, employees in banking, insurance and finance (55 per cent), constructions (52 per cent), and manufacturing (50 per cent), were most likely to see flexible time as feasible.

EMPLOYERS' ROLE IN IMPROVING WORK-LIFE BALANCE

When asked about what employers could do to help employees achieve a better work-life balance, 33 per cent of employees in WLB said that their employers were already doing as much as could be reasonably expected. This was down to 25 per cent in this survey suggesting that employees feel that employers could do more to help. Flexibility in working arrangements was one of the main provisions 99 that employees suggested. This response seemed to have maintained a consistent level since WLB2 as 21 per cent cited flexibility in WLB, as compared with 20 per cent in this survey.

CONSULTATION WITH EMPLOYEES ABOUT ADJUSTING THEIR WORKING ARRANGEMENTS

Overall, almost half of the employees in this survey agreed that their employers consulted with them about adjusting their working arrangements. There has been an increase in the numbers since WLB2 as this was 47 per cent in WLB. In line with this finding, there was also a notable reduction in the number of employees stating that they were never consulted about their working arrangements (from 45 per cent in WLB to 41 per cent in this survey). Again, this is an encouraging message that employers are being more flexible. Employees' overall impression of their employer and relations between managers and employees also described the relations between managers and employees at their workplace as good. Overall, 78 per cent felt that the relations were good, 12 per cent said they were neither good nor bad and ten per cent said that the relations were bad (only three per cent stated that they were very bad). This question was also asked in WLB where 73 per cent of employees described the relations as good. It seems that there has been an improvement in employees' perceptions of relations between managers and employees at their workplace, as comparisons also show that 13 per cent of WLB employees said that the relations were poor whilst this was down to ten per cent in this survey.

ATTITUDES TO WORK-LIFE BALANCE

Employees were asked a series of questions about work-life balance. Four questions were kept the same in all three WLB surveys. Looking at the number of employees agreeing with each of these statements shows how attitudes towards work-life balance have remained largely consistent since WLB. The most notable change was on the statement concerning employers' responsibility in helping employees balance work with other aspects of their life, which shows an increase of five per cent (from 33 per cent in WLB to 38 per cent in this survey). This suggests that since WLB more employees have been agreeing that 'it is not the employers' responsibility to help people balance their work with other aspects of their life'.

The research was analysis through the primary data on analyzing the Weighted Average method and Chi square Test. On analyzing the Hypothesis.

WEIGHTED AVERAGE METHOD

To find the difficulty of an employee to concentrate on work because of home matters.

TABLE 1: PERCENTAGE

Sl. No	Particulars	Respondents	Percentage%
1	Strongly Agree	21	18%
2	Agree	9	8%
3	Neutral	21	18%
4	Disagree	27	22%
5	Strongly disagree	42	34%
	Total	120	100

SOLUTION

TABLE: 2

X	W	WX
1	21	21
2	9	30
3	21	51
4	27	78
5	42	120

Table 2: Calculation of WX

$$X = \frac{\sum WX}{\sum W} = \frac{120}{42} = 2.85$$

Therefore, it difficult from employee to concentrate on work because of home matters.

INFERENCE

Since the calculated value (2.85) is greater than the tabulated value (), H₀ is rejected. Therefore we can conclude that there is significant relationship between the concentrate on work because of home matters

STATISTICAL ANALYSIS

CHI SQUARE TEST

The CHI SQUARE analysis is made to find out whether there is a relationship between the efficiency of conflicts in family about working hours and help from family and friends

EFFICIENCY OF WORKING HOURS

TABLE 3: EFFICIENCY OF WORKING HOURS

Sl.no	Particulars	Respondents	Percentage (%)
1	Usually	15	13
2	Often	6	5
3	Sometimes	19	16
4	Rarely	36	30
5	Never	44	37
	Total	120	100

HELP FROM FAMILY AND FRIENDS

TABLE 4: HELP FROM FAMILY AND FRIENDS

Sl.No	Particulars	Respondents	Percentage (%)
1	Strongly Agree	12	10
2	Agree	66	55
3	Neutral	36	30
4	Disagree	0	0
5	Strongly Disagree	6	5
	TOTAL	120	100

TABLE 5: OBSERVED FREQUENCY (O)
OBSERVED FREQUENCY (O)

Efficiency Of Working Hours \ Help from family and friends	Usually	Often	Sometime	Rarely	Never	TOTAL
Strongly Agree	5	4	3	2	0	14
Agree	6	4	3	1	1	15
Neutral	4	6	3	1	1	15
Disagree	1	2	1	1	1	6
Strongly Disagree	1	2	1	1	1	6
Total	15	16	10	3	6	50

HYPOTHESIS

H₀ = Null hypothesis

- There is no significant relationship between efficiency of working hours and help from family and friends

H₁ = Alternative hypothesis

- There is significant relationship between efficiency of efficiency of working hours and help from family and friends

EXPECTED FREQUENCY

TABLE 6: CALCULATION OF EXPECTED FREQUENCY

Efficiency Of Working Hours \ Help from family and friends	Excellent	Good	Average	Poor	Total
Highly satisfied	4.2	4.48	3.64	1.68	14
Satisfied	4.5	4.8	3.9	1.8	15
Dissatisfied	4.5	4.8	3.9	1.8	15
Highly dissatisfied	1.8	1.92	1.56	0.72	6
Total	15	16	13	6	50

Formula:

$$\text{Chi square}(X^2) = \frac{\text{Sum (O-E)}^2}{E}$$

Where;

O= Observed frequency

E= Expected frequency

Row Total* Column Total

$$E = \frac{\text{Grand Total}}$$

TABLE 7: CALCULATION OF X²

Observed values(o)	Expected values(E)	O-E	(O-E) ²	(O-E) ² /E
5	4.2	0.8	0.64	0.1523
6	4.5	1.5	2.25	0.5
3	4.5	-1.5	2.25	0.5
1	1.8	-0.8	0.64	0.3555
4	4.48	-0.48	0.2304	0.05142
4	4.8	-0.8	0.64	0.133
6	4.8	1.2	1.44	0.3
2	1.92	.08	0.0064	0.00333
3	3.64	-0.64	0.4096	0.1125
3	3.9	-.9	0.81	0.2102
5	3.9	1.1	1.21	0.3102
2	1.56	.44	0.1936	0.1241
2	1.68	.32	0.1024	0.0609
2	1.8	.2	0.04	0.022
1	1.8	-.8	0.64	0.3555
1	0.72	.28	0.0784	0.1088
50	50	0	11.5808	3.2997

$$\chi^2 = \frac{\sum (O-E)^2}{E}$$

$$= 3.2997$$

$$\text{Degree of freedom} = (R-1)*(C-1) = (4-1)*(4-1) = 3*3 = 9$$

INFERENCE

Since the calculated value (3.2997) is greater than the tabulated value (9), H_0 is rejected.

Therefore we can conclude that there is significant relationship between the Efficiency of conflicts in family about working hours and help from family and friends.

SUGGESTIONS

This is hard for a lot of people, because their work is an important part of who they are as people. This can be admirable, especially when you accomplish great things in your work, but an always-on-the-job attitude can be harmful in the long run.

- The most important thing it is to make a good schedule and keep to it.
- Block out all your work and non-work commitments and make sure to allow plenty of downtime and non-work time.
- Treat non-work commitments as seriously as you treat working commitments — the time you've assigned to family, housework, and your own activities needs to be just as inviolable as the time you spend in the office, going to meetings, or meeting deadlines. a) Looking undependable, b) upsetting someone, or c) missing out on something. Make a point of seriously considering any request that comes your way, and double-check your schedule before taking anything else on.
- Drop the list for a day or two, and take things as they come. This is really about attitude, drawing a clear line between your work-life and the rest of your life.
- The idea is to give yourself a set amount of time — say, an hour — to do the job, no matter how poorly. Let go of your perfectionism and just do as well as you can in the set time. You may have to go back and fix it up — but you'll be charged up by knowing the "heavy lifting" is already done.
- I learned this the hard way when a rough patch of work started to alienate me from my family. Let the people closest to you know what's going on in your work life when things get hectic, so they don't feel like your lowest priority or worse, suddenly abandoned.

CONCLUSION

Companies have begun to realize how important the work-life balance is to the productivity and creativity of their employees who were more favorable toward their organization's efforts to support work-life balance also indicated a much lower intent to leave the organization, greater pride in their organization, a willingness to recommend it as a place to work and higher overall job satisfaction. Employers can offer a range of different programs and initiatives, such as flexible working arrangements in the form of part time, casual and telecommuting work. More proactive employers can provide compulsory leave, strict maximum hours and foster an environment that encourages employees not to continue working after hours. It is generally only highly skilled workers that can enjoy such benefits as written in their contracts, although many professional fields would not go so far as to discourage workaholic behaviour. Unskilled workers will almost always have to rely on bare minimum legal requirements.

REFERENCES

- Casebourne, J., Regan, J., Neathey, F. and Tuohy, S (2006), "Employment Rights at Work: Survey of Employees 2005" Employment Relations Research Series No. 51. DTI. <http://www.dti.gov.uk/files/file27222.pdf>
- DfEE (2000), "Work-Life Balance: Changing Patterns in a Changing World" Department for Education and Employment, London (DfEE).
- DTI, Stevens, J., Brown, J. and Lee, C. (2004) "The Second Work-Life Balance Study" Employment Relations Occasional Paper
- Employment Relations Research Series No. 39. "The Third Work-Life Balance Employee Survey: Technical report" DTI. <http://www.dti.gov.uk/files/file11441.pdf> ICM (2007)
- Employment Relations Occasional Paper, DTI. (URN 07/716) Kodz, J., Harper, H. and Dench, S (2002), "Work-Life Balance: Beyond the Rhetoric" IES report 384. IES.
- Hogarth, T., Hasluck, C., Pierre, G., Winterbotham, M. and Vivian, D. (2001) "Work-Life Balance 2000: results from the Baseline Study" Research Report RR249. DfEE.
- Holt, H. and Grainger, H. (2005) "Results of the Second Flexible Working Employee" <http://www.dfes.gov.uk/research/data/uploadfiles/RR249.PDF>
- Maher, J. and Green, H. (2002) Carers 2000. London: The Stationery Office Palmer, T. (2004) "Results of the first flexible working employee survey"
- Results from the Employees' Survey. Employment Relations Research Series No. 27. DTI. <http://www.dti.gov.uk/files/file11499.pdf>

REQUEST FOR FEEDBACK

Dear Readers

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

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

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

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

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator