

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

I
J
R
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., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.

Open 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 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 2840 Cities in 164 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.	SMART SKILLS: BRIDGING THE SKILL GAP FOR YOUTH EMPLOYMENT <i>DR. MANJARI AGARWAL & K. K. PANDE</i>	1
2.	THE NEED TO FOCUS ON HRD CLIMATE IN HIGHER EDUCATIONAL INSTITUTIONS: AN EMPIRICAL ASSESSMENT <i>DR. PRAVEEN CHOUGALE & DR. GURUNATH J. FAGARE</i>	8
3.	PERFORMANCE OF INDO-RUSSIAN TRADE DYNAMICS: AN APPRAISAL FOR THE YEAR 2003-2006 <i>MANMOHAN SINGH & S. P. KAUSHIK</i>	13
4.	KNOWLEDGE AND PRACTICE OF GENERAL PRACTITIONERS REGARDING PSYCHIATRIC DISORDERS IN VADODARA CITY <i>GAURAV JD & NIRAJ P</i>	16
5.	EDUCATIONAL STATUS OF SCHEDULED TRIBES IN COIMBATORE DISTRICT <i>DR. R. ANNAPOORANI & M. SHANTHI</i>	19
6.	REVEALED COMPARATIVE ADVANTAGE AND TRADE FLOWS AMONG SAARC COUNTRIES: AN ANALYSIS <i>DR. B. P. SARATH CHANDRAN</i>	24
7.	FINANCIAL INSTITUTIONS AND WOMEN ENTREPRENEURSHIP IN KERALA AND TAMIL NADU <i>DR. SANTHA S.</i>	31
8.	CORPORATE GOVERNANCE AND BUSINESS ETHICS IN IT SECTOR: SOME REFLECTIONS <i>DR. BADIUDDIN AHMED, SYED HAMID MOHIUDDIN QUADRI & MOHAMMED ABDUL LATEEF</i>	38
9.	WORK-LIFE BALANCE (WLB): A CAUSE OF CONCERN IN BANKING SECTOR <i>RITU ATHEYA & DR. RENU ARORA</i>	42
10.	PRIVATIZATION – IS IT A SOLUTION TO PRIORITIZATION? <i>DR. JEEMON JOSEPH & SHIBU ITTY MATHEW</i>	46
11.	A STUDY OF STRESS AMONG FACULTY MEMBERS IN COLLEGES OF JALANDHAR <i>MEGHA JAIN & DR. INDERPAL SINGH</i>	49
12.	HRM PRACTICES IN THE NEW ECONOMY <i>THOTA AMRUTHA VALLI & DR. P. ARUNKUMAR</i>	55
13.	THE IMPACT OF TOURISM DEVELOPMENT ON THE ECONOMIC, CULTURAL, ENVIRONMENTAL AND SOCIAL DIMENSIONS: PERCEPTION OF RESIDENTS' OF GONDER AND ITS NEARBY RURAL COMMUNITIES IN ETHIOPIA <i>DR. GETIE ANDUALEM IMIRU</i>	57
14.	THE NATIONAL CHALLENGES AND POLICY OPTIONS OF ETHIOPIAN EDUCATIONAL SYSTEM TOWARDS THE ACHIEVEMENT OF EFA GOALS: A FOCUS ON PRIMARY AND SECONDARY SCHOOL <i>DR. BIRHANU MOGES ALEMU</i>	63
15.	ROLE AND CHARACTERISTICS OF THE URBAN INFORMAL SECTOR IN ETHIOPIA: A STUDY BASED ON NATIONAL HOUSEHOLD SURVEY <i>CHALACHEW GETAHUN DESTA</i>	73
16.	GROWTH AND PERFORMANCE OF AREA, PRODUCTION AND PRODUCTIVITY OF NATURAL RUBBER IN INDIA <i>M. KANNAN</i>	80
17.	EMPLOYMENT GENERATION AND COMMON PROPERTY RESOURCES IN EAST SIANG DISTRICT OF ARUNACHAL PRADESH, INDIA <i>TOKU CHOKIO</i>	85
18.	LOVE, COMPASSION AND SPIRITUALITY: A TRULY RELEVANT ETHOS IN MANAGEMENT AND BUSINESS ORGANISATIONS <i>GEETU SHARMA</i>	90
19.	CLAUSE 49: AN ATTEMPT TO DISCIPLINE CORPORATE <i>SUVIT DAS</i>	92
20.	SOCIO-ECONOMIC STATUS OF STUDENTS STUDYING IN GOVERNMENT EDUCATIONAL INSTITUTIONS - WITH SPECIAL REFERENCE TO BELLARY DISTRICT <i>KOKILA H S & PRASHANTHA RAMACHANDRA HEGDE</i>	98
21.	THE CLIMATE OF COOPERATION IN SWEDEN <i>VINCENT DODOO</i>	101
22.	GREEN FINANCE IS ESSENTIAL FOR ECONOMIC DEVELOPMENT AND SUSTAINABILITY <i>TASNIM UDDIN CHOWDHURY, RAJIB DATTA & HARADHAN KUMAR MOHAJAN</i>	104
23.	INSTITUTIONAL CREDIT AND AGRICULTURAL DEVELOPMENT <i>DR. R. GOVINDASAMY</i>	109
24.	A COMPARATIVE STUDY OF PRIMARY HEALTH CENTRES IN INDIA AND HARYANA <i>ANNU</i>	112
25.	IMPACT OF MICRO FINANCE IN POVERTY ALLEVIATION AND ECONOMIC DEVELOPMENT OF SHGS <i>M. ANNAM</i>	115
26.	FACTORS INFLUENCING THE PROGRESSIVE USE OF PUBLIC LIBRARIES BY ITS PATRONS <i>BIMAL CHANDRA NAIR</i>	120
27.	QUALITY EDUCATION: ISSUES, CONCERNS AND CHALLENGES <i>BHAVNA JOSHI</i>	123
28.	THE INTERNATIONALIZATION OF HIGHER EDUCATION AND ITS EFFECT ON STUDENT MOBILITY <i>MUNEEB HUSSAIN GATTOO & MUJEEB HUSSAIN GATTOO</i>	126
29.	CONTRIBUTION OF COMMERCIAL BANKS IN HOUSING FINANCE IN HARYANA: A COMPARATIVE STUDY <i>HARDEEP & SATISH KUMAR</i>	132
30.	REGULATION OF INDIAN MUTUAL INDUSTRY <i>MONIKA SAINI</i>	135
	REQUEST FOR FEEDBACK	145

CHIEF PATRON

PROF. K. K. AGGARWAL

Chairman, Malaviya National Institute of Technology, Jaipur

(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)

Chancellor, K. R. Mangalam University, Gurgaon

Chancellor, Lingaya's University, Faridabad

Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi

Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

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

Faculty, Shree Ram Institute of Business & Management, Urjani

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

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

PROF. M. N. SHARMA

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

PROF. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

PROF. R. K. SHARMA

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

CO-EDITOR

DR. SAMBHAV GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SIKANDER KUMAR

Chairman, Department of Economics, Himachal Pradesh University, Shimla, Himachal Pradesh

PROF. SANJIV MITTAL

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

PROF. RAJENDER GUPTA

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

PROF. NAWAB ALI KHAN

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

PROF. S. P. TIWARI

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

DR. ANIL CHANDHOK

Professor, Faculty of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

DR. ASHOK KUMAR CHAUHAN

Reader, Department of Economics, 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. VIVEK CHAWLA

Associate Professor, Kurukshetra University, Kurukshetra

DR. SHIVAKUMAR DEENE

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

ASSOCIATE EDITORS

PROF. ABHAY BANSAL

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

PARVEEN KHURANA

Associate Professor, Mukand Lal National College, Yamuna Nagar

SHASHI KHURANA

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

SUNIL KUMAR KARWASRA

Principal, Aakash College of Education, ChanderKalan, Tohana, Fatehabad

DR. VIKAS CHOUDHARY

Asst. Professor, N.I.T. (University), Kurukshetra

TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

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 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/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

DEAR SIR/MADAM

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

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

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

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

NAME OF CORRESPONDING AUTHOR:

Designation:
Affiliation with full address, contact numbers & Pin Code:
Residential address with Pin Code:
Mobile Number (s):
Landline Number (s):
E-mail Address:
Alternate E-mail Address:

NOTES:

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

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

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

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

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

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

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

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

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

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

CONTRIBUTIONS TO BOOKS

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

JOURNAL AND OTHER ARTICLES

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

CONFERENCE PAPERS

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

UNPUBLISHED DISSERTATIONS AND THESES

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

ONLINE RESOURCES

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

WEBSITES

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

WORK-LIFE BALANCE (WLB): A CAUSE OF CONCERN IN BANKING SECTOR**RITU ATHEYA****ASST. PROFESSOR****DEPARTMENT OF RESOURCE MANAGEMENT****INSTITUTE OF HOME ECONOMICS****UNIVERSITY OF DELHI****NEW DELHI****DR. RENU ARORA****ASSOCIATE PROFESSOR****DEPARTMENT OF RESOURCE MANAGEMENT****INSTITUTE OF HOME ECONOMICS****UNIVERSITY OF DELHI****NEW DELHI****ABSTRACT**

A Work-life balance (WLB) is all about the individuals having a complete control of work. It is accomplished when an individual feels dually satisfied about their personal life and their paid occupation. In its broadest sense, it is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Increasing work pressure, globalization and technological advancement have made it difficult for the bank employees to achieve work-life balance. In this context, paper highlights the key stressors in banking sector and emphasized the need of work-life balance by suggesting measures to overcome imbalances with the support of secondary data.

KEYWORDS

Banking sector, Employees, Stress, Work-life balance.

INTRODUCTION

A lot of people are having a more difficult time finding balance in their lives because there have been cutbacks or layoffs where they work. They're afraid it may happen to them, so they're putting in more hours,"

Psychologist - Robert Brooks

The term 'work life balance' (WLB) was first used in United Kingdom in the late 1950's to describe balance between individuals work and personal life. "**Work-life balance is a state of equilibrium in which the demands of both a person's job and personal life are equal.**" (<http://www.wordspy.com/>, retrieved on 10/6/2013, 6:30pm). Work-life in banking sector is highly complicated and demanding. There are many pulls and pressures during the work life. Bank Employees cannot do full justice with their familial/non-organizational role because of long and hectic working hours; they get isolated from the real world. Indian banks do face increased challenges. Both private and public banks tend to get stressed as they have to attract a large pool of customers for various schemes besides recovery of loans etc. Other than this, the banking sector faces acute pressure & stress due to deadlines, repetitive work and demand for high performance. Globalization and privatization led policies compelled the banking sector to reform and adjust to have a competitive edge to cope with multinationals led environment. Advent of technological changes, especially extensive use of computers has changed the work pattern of the bank employees. Sitting in front of the computer systems is leading to developing stiff neck problems, dry eyes, irritation, lack of interest towards sexual activities, back pains etc. It looks like having everything but losing so many things related to health and recreation (Kumar, 2003). The implications of the above said transformations have affected the social, economical and psychological domains of the bank employees and their relations. Thus, work-life balance emerged as a major cause of concern & employees working in banking sector are the few examples who are facing the brunt of the hazard constantly.

REVIEW OF LITERATURE

Vigg, Mathur and Holani (2007) in their study mentioned that, during the past 15 years, the banking sector had undergone rapid and striking policy changes due to globalization and liberalization, increased competition from the entrance of more private (Corporate) sector banks, downsizing, introduction of new technologies and so forth. Due to these changes, the employees in the banking sector are experiencing a high level of stress. In the new liberalized scenario, where multi-nationals and other global players are competing in the domestic market with the monopoly players, the management of financial institutes are expected to be more productive and efficient for survival. And this increased competition demands an extra effort from the employees, in turn, causes job dissatisfaction. Thus, the concern of managing work-life balance among the bank employees emerged as a serious issue and gained the interest of researchers.

The Indian Banking sector is not just passing through a transition, but also undergoing a transmutation process. The liberalization measures introduced by the government, coupled with the trend towards globalization, have altered the banking turf to greater extent. Bridging the gap, where Indian Banks are here today and where they need to be in future is both an exciting and a formidable challenge. In a fiercely competitive market, the traditional way of doing business is no longer adequate. The success mantra lies in innovation, flexibility & improvisation (HR Issues & Challenges in Indian Banking Sector, 2009).

A survey conducted by India's industry body ASSOCHAM has also revealed that "the Work-related stress and mental fatigue – mainly blamed on expectations of better performance, deadlines and competition is taking a toll on Indian employees especially in a Banking sector (<http://www.dancewithshadows.com/society/work-stress.asp>, retrieved on 2/3/2012, 4:00am).

An individual in his or her job in bank face stress as Jamshed et al., (2011) suggested "The workplace is potentially an important source of stress for bankers because of the amount of time they spent in their respective banks." And that stress often decreases their performance. Therefore, occupation of individuals could be a major source of stress in the given circumstances. When individuals face stress due to various conditions of their occupation and fail to cope with stress, it results into burnout. Basically in banking sector, lack of administrative support from boss(manager), work overload & time pressure, riskiness of job, poor relationship with customers & co-workers, and work-family imbalances cause stress which in turns decrease employee performance.

Jayashree (2004) in her study "Stress Management with special reference to public sector bank employees in Chennai" on 100 employees found that the problem of stress become a serious issue in the banking sector. A majority of the employees face severe stress-related ailments and a lot of psychological problems. Hence, the management must take several initiatives in helping their employees to overcome its disastrous effect. Since stress in banking sector is mostly due to excess of work pressure and work-life imbalance, so the organization should support and encourage taking up roles that help them to balance work and family.

Subha and shakeel (2009) described "Higher level of stress existed with no managerial concern for solution consequently lowering the employee performance, staking organizational reputation and loss of skilled employees, these situations call for immediate concern from organization management for employing effective stress management practices to increase employee satisfaction and overall employee performance." It was also reported that higher management doesn't realize the impact of stress on employee performance which ultimately results in critical managerial dilemmas.

The study "*Work Stress and Employee Performance in banking sector evidence from District- Faisalabad, Pakistan*" in the year 2010, explored the stress related problems of bankers and examines the relationship between stress and performance. Impact of stress on employee performance was also investigated. It was found that majority of the bankers felt that their job is stressful and that stress in return decreases their performance. Work overload, risky job and poor co-worker relations were the major contributor to job stress in bankers. Due to work overload and time pressure, the bankers are unable to manage work life with family life which cause some serious social problems. The researcher suggested that proper strategies should be made regarding working hours, interpersonal relationships and supervision of bankers to reduce stress and to better manage the performance of employees in banking sector (http://www.ajbms.org/articlepdf/AJBMS_2011_1720_4.pdf, retrieved on 1/8/2013, 11:20pm).

Dr. Kayarkatte (2011) in his paper "*Work Life Balance - Dilemma of Indian Bank Manager*" found that managers feel compelled and pressurized due to the time constraints caused by the work schedule. Managers stated that, the thought of retirement and even voluntary retirement quite often passes through their mind. It was also stated that the work-life imbalance is severe in the initial six months and thereafter coping and adjusting takes place both in family front and office situations.

Work overload & time pressure to complete too much work in short span of time is big source of stress which decrease the performance of employees as Babak et al., (2010) studied "With excessive pressures, the job demands cannot be met, relaxation turns to exhaustion and a sense of satisfaction replaces with the feelings of stress, motivation sheds away and the workers start losing interest in the work and hence performance chart shows a negative trend."

With a view to know the impact of WLB, a research entitled "Work life Balance: A study of employee well being and performance of employees in banking sector" revealed that Work Life Balance (WLB) is one of the important practices of human resource for employee well being and performance. The result showed that, dissatisfaction and stress levels were high among the employees who worked under pressure with long working hours, lack of work-life policies in the organizations, employees were unable to manage work and family commitments effectively (Tiwari and Duggal, 2012).

Dr. Rangarajan, the former Deputy Governor, Reserve Bank of India, commented "Indian banks have to conform to international accounting standards, if Indian banks are to get their due place and recognition in the global financial market" (Jankiraman, R., 1995).

OBJECTIVES OF THE STUDY

1. To identify the potential stressors hindering the work-life balance of employees in the banking sector.
2. To recommend / suggest ways for improving work-life balance.

METHODOLOGY

The secondary data from various sources such as books and journals, research papers, project readings, magazines and other reliable sources of information broadcast are used to trace the key stressors in banking sector hindering the work-life balance of the employees.

WORK LIFE BALANCE – CAUSE OF CONCERN IN BANKING SECTOR

LONG WORKING HOURS AND DEMAND FOR HIGH PERFORMANCE

Bank employees feel compelled to put in longer hours to achieve, and preferably exceed expectations to protect their jobs. As a result of this, the boundaries between work and home tend to get blurred.

MARKET COMPETITION

To remain competitive, employees have to work hard for longer time frames, remain informed about competitors that what they are doing? What financial services they are offering? And how much attention they are paying to their customers by providing different types of financial services and benefits. That is why; it acts as a cause of creating stress for employees which can reduce their performance.

POOR WORK ENVIRONMENT

Work environment refers to the social-psychological characteristics of work settings. It includes employee-employer relationships, motivation and advancement, job demands, social support and so on. A poor work environment is associated with reduced job satisfaction, absenteeism, stress and leading to imbalances in life.

INFLEXIBLE WORKING HOURS

Bank employees feel that inflexible working hours is one of the main hindrances for them in achieving a fit between work and family life.

WORKLOAD

Banking workload is too much heavy and worker cannot finish it on an ordinary work day. Long work hours increases work-family conflict, psychological distress, health problems and so on. The more the work load, the more will be the work to family interference. This creates dissatisfaction in the employees mind which results in work-life imbalance.

TARGET PRESSURE

Now-a-days banks are pressuring the employees to put more and more efforts, work overtime to meet the deadlines and complete the assigned target within due time otherwise they have to face their boss for explanation of not meeting the targets in due time. This causes the stress and employees feel victimised, when they are unable to meet the targets.

TECHNOLOGY

Employees believe that technology is a double-edged sword. On one side, it is advantageous whereas on other, it is increasing their workload. Furthermore, new stressors such as computer breakdowns, computer slowdowns and electronic performance monitoring etc. have resulted in increased human interaction with computers. Ultimately, spending less time with family.

PUBLIC/CUSTOMER DEALING

Public/customer dealing is also a major stressor which can make a bank employee as victim of stress. It is also depends upon the number and nature of customers on a particular day at bank. Difficult public dealing put them in stress and affects their performance, when they face uncertain situations.

LACK OF MANAGERIAL SUPPORT AND PEER SUPPORT

Unsupportive management and peers obstruct the employees performance leading to non- fulfilment of their responsibilities and demands of job placed on them. Moreover, it will create a tensed and depressed state of mind.

INTRUSION OF WORK STRESS IN OTHER DOMAINS

Work stress due to acute pressure and longer time frames usually interferes with family, social obligations and personal needs which gave birth to conflicts among family members. Spending less time with family leads to conflict and ultimately stressed the bank employees and performance falls.

SPECIAL CONSIDERATIONS FOR BANK'S MANAGEMENT

In the light of above factors, important considerations should be kept in a mind by the bank's management for reducing stress and improving the employee performance:

- Management should increase the compensation and salaries of bank employees to accommodate them against heavy work. It can be an increment in salaries or providing fringe benefits to employees.

- Culture of the bank/organization should be supportive for everyone and there should not be any biasness in providing opportunities to any employees.
- There should be a proper plan for career development for employees which helps in increasing job interest of employees, reducing tension, depression and stress of employees about their future.
- Senior employees must coach the junior staff about handling their banking work in an efficient and effective manner.
- Employees should manage their time in such a way that they can finish their work possibly in time and without any worries. This will prevent them from becoming a victim of stress.
- Work environment should be flexible for the employees. Small breaks should be incorporated between the working hours, so that employees can recoup their energy.
- Number and quality of employees/staff should be increased in banks which helps in dividing the workload and prevent growth of stress in the banking sector.
- Hire professionals at key posts based on the concept of "right person for the right job".
- Managers should provide counselling to the stressed employees for helping them and to bring them out of stressed conditions. Such actions will motivate the employees for developing interest in their jobs.
- Acknowledgement should be given to employees for their better work which will increase the morale of employees, motivate them and prevent stress to develop.

RESULTS

Results out of this discussion are as follows:

- The stressful lives of bank employees lead to dissonances in balancing work-life.
- Stress due to deadlines, work overload, repetitive work and demand for high performance is a biggest source of stress in the banking sector affecting the performance of the employees.
- Apart from this, lack of administrative support from boss (manager), work overload & acute pressure, riskiness of job, poor relationship with customers & co-workers, and inability to effectively manage work and family commitment causes stress which in turn has a damaging effect on job satisfaction, productivity and absenteeism.
- Thus, WLB emerged as a serious issue and concern for banking sector, in order to maintain organizational effectiveness and efficiency as well as occupational health, where the long and inflexible work hours are the most consistent predictor of work-life conflict among the bank employees.
- Proper strategies should be made regarding the working hours, interpersonal relationships and supervision of bankers to reduce stress and to better manage the performance of employees in banking sector.
- Adoption of effective work-life balance policies and assistance programs at workplace can address and manage this issue to a large extent.

SUGGESTIONS AND RECOMMENDATIONS ON WLB ISSUES

The suggestions are divided in three parts pertaining to WLB issues:

- Suggestions to the Employees
- Suggestions to the organization
- Suggestions to the Government

SUGGESTIONS TO THE EMPLOYEES

- ✓ Time Management
- ✓ Drop activities that sap your time or energy unnecessarily
- ✓ A little relaxation goes a long way
- ✓ Be Honest
- ✓ Rethink your errands
- ✓ Set your priorities
- ✓ Social Networking
- ✓ Learn to say no
- ✓ Leave work at work
- ✓ Manage your time
- ✓ Bolster your support system
- ✓ Nurture yourself
- ✓ Seek help of Counsellors
- ✓ Use technology
- ✓ Organize
- ✓ Use the facilities available for WLB in organizations

SUGGESTIONS TO THE ORGANIZATIONS

- ✓ Integration
- ✓ Offer Flexibility
- ✓ Part time working during early stage of Child Care
- ✓ Childcare centres at workplaces
- ✓ Employee-friendly workplace
- ✓ Parental Leave
- ✓ Training Programs
- ✓ Promote awareness
- ✓ Participation in strategy making
- ✓ Commitment during hiring
- ✓ Nominating WLB Champions
- ✓ Benchmarking against similar organizations
- ✓ Communication
- ✓ Conducting attitude and morale survey
- ✓ Effective contribution by HR Department
- ✓ Avoid as far possible, the long hours of work for employees

SUGGESTIONS TO THE GOVERNMENT

- ✓ White Paper on Work-Life Balance
- ✓ Promote a realistic work-life culture amongst employers
- ✓ Proposals of how various strategies will be used to deliver improved work-life balance
- ✓ Creating and strengthening an accurate and authentic data-base on employees
- ✓ Nomination of a work-life balance inspectors/ officers for audit
- ✓ Protecting employees from long hours of work

CONCLUSION

Life is like a game and an individual has to play with work, family, health, friends and spirit. Work is like a rubber ball. If dropped it will bounce back but the other four aspects family, health, friends and spirit are made of glass. Assuming one of these are dropped they will be irrevocably scuffed, marked, nicked, damaged, or even shattered. They will never be the same. One must understand that and strive for balance in life.

From the above discussion, it can be concluded that in today's business context, the pressure of work has been intensifying and there is growing feeling among employees that the demands of work begin to dominate life and sense of work-life balance is felt. The challenge of integrating work and family life is a part of everyday reality for the majority of employees. Organizations have to continually innovate and come up with programs that provide scope for employees to balance their responsibilities at workplace and interests they have outside work. Further, it is imperative for the bank to adopt proper strategies for managing stress within employees, which in turn enhance their quality, performance and improves overall firm's productivity.

REFERENCES

1. Albrecht K (1979), "Stress and the Manager". Englewood Cliffs, Prentice-Hall, NJ.
2. Arnold H J and Feldman (1986), "Organizational Behaviour". McGraw-Hill, New York.
3. Babak Mehmood, shabbir Hussain, and Niaz Muhammad (2010), "The relationship between stress and work performance in an Industrial Environment of Faisalabad district- Pakistan", *Journal of Life and Social Science*, 8(1), pp. 68-72.
4. Dr. Narayan Kayarkatte (2011), "Work-life Balance-Dilemma of Indian Bank Manager", *The Journal of Indian Institute of Banking & Finance*, April- June, pp. 20-24.
5. Dr.Divya Negi & Seema Singh (2012), "work life balance for Banking Employees: A comparative Study", Vol. 2, No. 6, pp. 115-118.
6. Jamshed K. Khattak, Muhammad A. Khan, Ayaz Ul Haq, Muhammad Arif & Amjad A. Minhas (2011), "Occupational stress and burnout in Pakistan's banking sector", *African Journal of Business Management*, 5(3), pp. 810-817.
7. Jankiraman, R. (1995), "Indian Banking by 2000A.D.- Challenges Ahead, Indian Banking by 2000 A.D." edited by vinayakam, 1st Edition. Kanishka Publishers and Distributers.
8. K.K Muthu. D. MA (2003), "Executive Stress". *News* Vol.25.
9. Landauer J. (1997), "Bottom-line Benefits of Work/life Programs", *HR Focus*, 74.7, pp. 3-4.
10. Mukherjee (2009), "HR Issues & Challenges in Indian Banking Sector", *HRM Review*, pp. 21-25.
11. Silky Vigg, Garima Mathur and Umesh Holani (2007), "A study of factors affecting Job Satisfaction in Bank Employees", *JIMS 8M*, October-December, pp. 10-13.
12. Singh, A.K., and Awasthi (in press), "Work-life Balance: Causes, Consequences and Interventions," *National HRD Network Journal*.
13. Subha Imtiaz & Shakil Ahmad (2009), "Impact of Stress on Employee Productivity, Performance and Turnover; An Important Managerial Issue", *International Review of Business Research Papers*, Vol. 5, pp. 468-477.
14. Y.P.S. Kanwar, A.K. Singh and A. D. Kodwani, (2009), "work-life balance and burnout as predictors of job satisfaction in the IT-ITES industry", *Vision-The Journal of Business Perspective*, Vol. 13, No. 2, pp. 2-9.

WEBSITES

15. http://www.ajbms.org/articlepdf/AJBMS_2011_1720_4.pdf, retrieved on 1/8/2013, 11:20pm.
16. <http://www.dancewithshadows.com/society/work-stress.asp>, retrieved on 2/3/2012, 4:00am.
17. <http://www.wordspy.com/>, retrieved on 10/6/2013, 6:30pm.

REQUEST FOR FEEDBACK

Dear Readers

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

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail 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

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

