

# A Study on Work Life Balance of Marketing Professionals of Pharmaceutical Industry



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*Work life balance (WLB) is the current distinct issue of pharmaceutical industry. The employees always want to succeed and progress at work place, at the same time spare some time for family and recreation. Balancing these two extremes is the cause of burn out of employees and hence the employers recognized this as a need of hour and want to introduce the work life balance strategies, plans and formulate policies to improve the employee morale, motivation and productivity. In fact it is to work productively and improve the personal life simultaneously. The work life balance practices achieve retention of the employees and reduce the absenteeism.*

*The marketing professionals of Pharma field are taken for this study. This is a very competitive field, which often includes tight deadlines, travel, working in the public eye, physical demand and danger keeps stress at high-levels for marketing professionals. Due to this work pressure, it becomes exceedingly difficult for a marketing professional to maintain work – family life. Many a times, people, in the quest for reaching the top, work so hard, that they miss out on the real pleasures of life. It is a fact that a healthy work-life balance affects job satisfaction, job performance, and ethical decision making of a marketing professional. The study endeavors to explore the challenges associated with managing professional and personal life of Pharma marketing professionals. This is also to study the determinants of Work Life Balance, WLB policies and strategies of the organization and the effect of WLB on Organizational Effectiveness.*

**Keywords:** Work life balance, pharmaceutical sector, strategies for employees.

## 1. Introduction

### 1.1 Work/Life Balance

There is a substantial increase in work due to intense and competitive work environment. There is a lot of pressure built up on individuals leading to a number of problems. One should be able to create a balance between one's work life and personal life, which is the core part in achieving a work-life balance.

Work-life balance has come out to be such an important area that there is a lot of research going on. Organizations are also giving utmost importance to work-life balance to get the best out of their employees. We should be able to lead a 'Rainbow Life', apportioning 'optimal' time for physical fitness, *pranayam*, *reading*, *reflection*, *meditation*, *prayer*, *family*, *social relationship* and *professional obligation*.

### 1.2 Work Life Triangle

*We can map a triangle for work/Life balance*



- Work ( what we do, careers, housework, chores, etc)
- Home (personal, friendships, partners, spouses, children)
- Self (spiritual, physical, intellectual, emotional, wellness, exercise)

### 1.3 Work Life Balance in Sales Industry of Pharma Sector

Sales have been considered as one of the most rewarding and challenging fields of employment in India. This field has its own charm and identity, which is different from other fields of specializations. Due to attractive remuneration package, extensive

traveling involved and target-driven performance incentives, many ambitious candidates enter into sales and get success. This field is most suitable for aggressive, extrovert, result-oriented persons, who like extensive traveling and meeting people. This field of employment has been usually dominated by male aspirants. However, due to opening of markets and attraction for sound remuneration, many female incumbents have started entering into sales. Among all the industry sectors, pharmaceutical sector is known for its unique marketing approach. Barring on-the-counter drugs, pharma companies cannot directly float their advertisements on various channels.

They have to depend solely on direct sales. The uniqueness of the pharma sector lies in the fact that the companies do not target the customer or consumer, rather they target the reference person i.e. the medical practitioner. A sales person in Pharma Company has to meet the doctors, explain about the medicines and request for prescriptions. Similarly, he/she has to contact the medicine retailers (medical stores) for ensuring regular supply of company's products. In this manner, the job of sales person in pharma becomes more special and difficult since he/she has to convince a person who is more qualified than him/her.

Primarily, a working person has two roles to play: professional and personal roles. This has a significant role in shaping the performance of an individual especially in Indian context. Along with the role of an employee, the person has to do justice with various other roles of like: son/daughter, husband/wife, father/mother etc. Each role demands specific expectations from incumbents. Due to factors organizational and personal factors, role clashes are observed which lead to adverse effects on performance at all levels. Role clash is also caused by the reverse relation i.e. personal level stress affecting job performance. This role clash results into stress and burnout leading to work-life imbalance. Work-life balance is a state where an individual manages real or potential conflict between different demands on his or her time and energy in a way that satisfies his or her needs for well-being and self-fulfillment (Clutterbuck, 2003).

Many employees are struggling with family, work and life demands, and hence it continues to be important for HRD scholars to study the barriers and solutions associated with work life challenges and their possible implications on performance and health/well-being of the workforce.

#### 1.4 Uniqueness of Pharmaceutical Sector

The pharmaceutical sector is a unique sector and hence special emphasis should be given to introduce the work life balance strategies by considering the following features specific to this sector.

- Hazardous environment: Even a small error can lead to drastic effect causes damage to property, people and image.
- Continuous work environment: the complexity and lengthy uninterrupted processes makes the necessity to continue the work around the clock on all days.
- Regulated environment: Being linked to health of people, this sector under strict regulatory frame work with respect to local and international norms of Foods and drugs administration, environment, health and safety.
- Complexity of environment: This sector requires skills and talents of diversified areas at all grades and levels.
- High risk environment: The sector urges the high inflow of funds by means of costly materials and equipment for the process results in irreversible loss because of poor work performance.
- Work environment away from home: The hazardous nature and regulatory requirements makes the location of pharmaceutical industry away from the domestic areas makes it critical to disturb the personal lives.

#### 1.5 Strategies to Achieve Work Life Balance

- Allocated time.
- Control interruption and distraction.
- Seize the week end.
- Schedule the activities.
- Drop the prejudices.

#### 1.6 Benefits of Work Life Balance Are

##### To the organization

- Measured increases in individual productivity, accountability and commitment.
- Better team work and communication.
- Improved morale.

##### To the individual

1. More value and balance in daily life.
2. Better understanding of individual's work.
3. Increased productivity.
4. Improved relationship both on and off the job.

Work-life imbalance is a common phenomenon seen in pharmaceutical marketing employees. Work-life balance can be represented as two spheres indicating two lives: personal and professional. There must be proper balance between these spheres. The achievement of better work life balance can yield dividends for employers in terms of having a more motivated, productive and less stressed workforce that feels valued, attracting a wider range of candidates, increased productivity and reduced

absenteeism, gaining the reputation of being an employer of choice, retaining valued employees, achieving reduced cost and maximizing the available labour. In Indian context the concern of work life balance becomes imperative for all concerned. This study is an attempt to throw light on work life balance issues with reference to pharmaceutical marketing employees.

## 2. Literature Review

In this section, a review of selected research work conducted in this subject matter is mentioned. Moncrief et al (1997) have examined the precursors and consequences of salesperson job stress. According to authors, there are a number of organizational variables including met expectations, role conflict, role ambiguity, job satisfaction, organization commitment and intention to leave which influence job stress. Low et al (2001) have studied the antecedents and outcomes of salesperson burnout with special reference to Australia. They found that intrinsic motivation, role ambiguity and role conflict are significant antecedents of burnout and performance is the outcome.

Crooker et al (2002) have studied the relationship between life complexity and dynamism that affect work-life balance. The authors have explained individual value systems on the relationship between life complexity and work-life balance. Guest (2002) has explored the reasons why work-life balance has become an important topic for research and policy in some countries. McDowell (2004) has elaborated the ways in which organizations and institutions operate at a range of scales as well as new sets of responsibilities towards co-workers, members of households and the public.

Byrne (2005) has highlighted the concept of the work-life balance as a means of tackling the problem of increasing amounts of stress in the work-place. Morris and Madsen (2007) have shown the importance of work-life balance. By better understanding work-life theory, HR professionals can contribute to the strategic development of policies, practices, programs and interventions. Moore (2007) conducted a research to compare work-life balance issues workers and managers of an MNC. It was concluded that many of the managers are not able to achieve work-life balance.

In a research, Hughes and Bozionelos (2007) observed that work-life imbalance was not only a source of concern, but also that it was the major source of dissatisfaction for participants. To establish and illustrate the levels of awareness of work-life balance policies within the surveying profession in Australia and New Zealand, Wilkinson (2008) conducted a research. It was concluded that the consequences of an imbalance between work and personal or family life is emotional exhaustion, cynicism and burnout. Felstead et al. (2002) defines work-life balance as the relationship between the institutional and cultural times and spaces of work and non-work in societies where income is predominantly generated and distributed through labor markets.

Una Byrne had studied (2005) that development of the concept of the work-life balance as a means of tackling the problem of increasing amounts of stress in the work-place as people try to juggle a wide range of factors in their life/work environment including work, family, friends, health, and spirit/self. A major driver of the trend towards achieving work-life balance was the fact that younger people were not prepared to work in the same way as their parents, wanting greater control. The search for work-life balance was a process in which people seek to change things in accordance with changes in their own priorities, physical, psychological or both, and these could be triggered in their turn by factors such as: age; changes in working conditions, the demands of new technology, and poor management. Employees benefit through having a greater responsibility and a sense of ownership, having better relations with management, avoiding bringing problems at home to work, and vice versa, having the time to focus more on life outside work and having greater control of their working lives.

Jim Bird (2006) had reported that the demand for work life balance solutions by employees and managers is expanding at an unprecedented rate. As a result work life balance is an increasingly hot topic in boardrooms and government halls today. Over the coming decade it will be one of the most important issues that executives and human resource professionals will be expected to manage. Work life strategy could be quickly and effectively implemented in the organizations.

Jodyanne Kirkwood et al., (2008) had described that many people (particularly women) saw entrepreneurship as a way of achieving a better balance between work and family than that provided by paid employment. Fifty eight entrepreneurs were interviewed in New Zealand (32 women and 26 men) in order to explore the work family conflict they face, the techniques they used to achieve work family balance and the effectiveness of these strategies. This found that women entrepreneurs employ a number of flexible work practices, such as choosing where to work, when to work and with whom to work as well as managing their roles within the family. This study concluded that entrepreneurship may not be a panacea for achieving work family balance.

Helen De Cieri et al., (2005) had revealed that the effective management of work/life balance (WLB) was an issue increasingly recognized as of strategic importance to organizations and of significance to employees. They argued that an organization's need to attract and retain valued employees in a highly competitive labour market was a strong motivating factor for increased organizational awareness and action with regard to implementation and management of WLB strategies. They reported the findings of three surveys conducted annually from 1997 to 2000 with organizations in Australia. They explored the range and usage of WLB strategies in Australian organizations and identify the barriers to those strategies. It was evident that, while some achievements had been made over the years, there remain substantial challenges for the uptake and management of WLB strategies

Greenhaus et al., (2003) had described that the relation between work family balance and quality of life among professionals employed in public accounting. Three components of work family balance were assessed: time balance (equal time devoted to work and family), involvement balance (equal involvement in work and family), and satisfaction balance (equal satisfaction with work and family). For individuals who invested substantial time in their combined work and family roles, those who spent more time on family than work experienced a higher quality of life than balanced individuals who, in turn, experienced a higher quality

of life than those who spent more time on work than family. They observed similar findings for involvement and satisfaction and identified the contributions of the study to the work family balance.

Jennifer Redmond, Aryan Vatiutis, Eileen Drew said that work life balance policies, work place culture and maternity issues have a special resonance for those who are facing a crisis pregnancy. according to the report suggestive work place culture, measures that promote work life balance and the availability of affordable, accessible and high quality childcare can influence Decision Making process in a crisis pregnancy situation.

Dean Hartley (2007) had analyzed that the work-life balance policy agenda as it had emerged in post-industrial societies, such as the UK, and it reports on a small scale study of the experiences and expectations of work-life balance in a low income inner London neighborhood. From the study certain general issues were identified relating to the inconsistency of employers' practices and the currently fragmented nature of childcare provision. And certain issues of particular relevance for low earning parents were identified, relating to the implications of the UK's new tax credit schemes and the dearth of effective independent advice provision. The UK government's emphasis had been to make it easier for parents to combine paid employment and family responsibilities, but a specific contextual element of its approach had been the welfare to work agenda. Insofar as 'work' was held up to be the best form of welfare the significance of work-life balance initiatives was that they were supposed to enable poorer parents better to engage with the labour market.

Kalliath et al., (2008) had analyzed that although the term work-family/life balance was widely employed, an agreed definition of this term has proved elusive. The variety of work-life definitions and measures provide limited value for both the theoretical advancement of the construct and for practical human resource (HR) interventions.

They reviewed conceptualizations of work-life balance like multiple roles; equity across multiple roles; satisfaction between multiple roles; fulfillment of role salience between multiple roles; a relationship between conflict and facilitation.

Philippa Yasbek (2004) had analyzed that weighing up the costs and benefits of introducing work-life balance policies and determining if the net impact is positive. It identified a number of benefits, including reduced absenteeism and stress, improved recruitment and retention rates, and greater employee satisfaction and productivity. Firms employing a large number of professionals and technical workers are the most likely to offer work-life balance policies. Work-life balance policies could affect business performance in a number of ways. In a competitive labour market, employers could attract better recruits by offering work-life balance policies alongside competitive remuneration packages. Some argued that policies will decrease negative spill-over from workers' lives, leading to productivity gains. Policies could also reduce extended hours and fatigue, which have a negative effect on productivity. Other arguments use an exchange framework and suggest that in return for the 'gift' of work-life balance policies, employees offer the 'gift' of discretionary effort, thereby increasing productivity. Work-life balance policies could also minimize stress and contribute to a safer and healthier workplace by combating fatigue, thus reducing the chance of accidents occurring in the workplace.

### 3. Research Methodology

Research refers to the search for knowledge. Methodology is the systematic way of solving the problem. Every research project conducted scientifically has a specified frame work for controlling data collection. This framework is called research design. This chapter deals with the overall research design, sampling procedure, the data collection and analysis procedure.

#### 3.1 Research Design – Descriptive

Descriptive research is also called Statistical Research. The main goal of this type of research is to describe the data and characteristics about what is being studied. Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

#### 3.2 Research Instrument- Questionnaire

Questionnaire is used as the research instrument. Demographic details, details on factors affecting and helping work life balance were asked. Convenience sampling is used for this study. Sample size is 150.

#### 3.3 Tools for Data Analysis

For data analysis tools like Percentage analysis, Correlation, Mann-Whitney test, Chi square and one way Anova are used.

### 4. Data Analysis and Interpretation

#### 4.1 Mann-Whitney Test for Work Life Balance and Gender

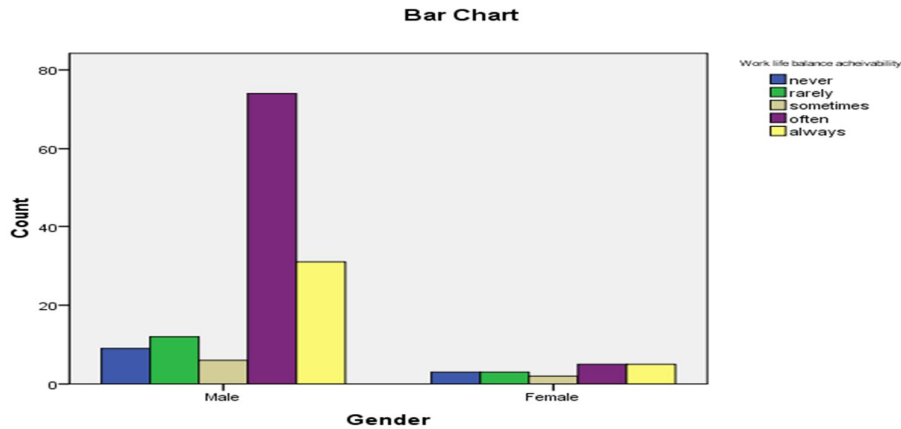
$H_0$ : There is no significant relationship between Work life balance and Gender.

$H_1$ : There is significant relationship between Work life balance and Gender.

| Ranks                           |        |     |           |              |
|---------------------------------|--------|-----|-----------|--------------|
|                                 | Gender | N   | Mean Rank | Sum of Ranks |
| Work life balance achievability | Male   | 132 | 76.86     | 10145.00     |
|                                 | Female | 18  | 65.56     | 1180.00      |
|                                 | Total  | 150 |           |              |

| Test Statistics <sup>a</sup> |                                 |
|------------------------------|---------------------------------|
|                              | Work life balance achievability |
| Mann-Whitney U               | 1009.000                        |
| Wilcoxon W                   | 1180.000                        |
| Z                            | -1.131                          |
| Asymp. Sig. (2-tailed)       | .258                            |
| a. Grouping Variable: Gender |                                 |

**Interpretation:** Since ( $p\text{-value} = 0.258 > 0.05$ ), we shall accept the null hypothesis. Hence, there is no significant relationship between work life balance and gender.



**4.2 One Way Anova for Work life Balance and Age Groups**

| Work life balance achievability |     |      |                |            |                                  |             |         |         |
|---------------------------------|-----|------|----------------|------------|----------------------------------|-------------|---------|---------|
|                                 | N   | Mean | Std. Deviation | Std. Error | 95% Confidence Interval for Mean |             | Minimum | Maximum |
|                                 |     |      |                |            | Lower Bound                      | Upper Bound |         |         |
| 27 and younger                  | 40  | 2.55 | 1.319          | .209       | 2.13                             | 2.97        | 1       | 5       |
| 28 - 34                         | 80  | 4.18 | .759           | .085       | 4.01                             | 4.34        | 1       | 5       |
| 35 and older                    | 30  | 4.20 | .610           | .111       | 3.97                             | 4.43        | 3       | 5       |
| Total                           | 150 | 3.75 | 1.165          | .095       | 3.56                             | 3.93        | 1       | 5       |

| ANOVA                           |                |     |             |        |      |
|---------------------------------|----------------|-----|-------------|--------|------|
| Work life balance achievability |                |     |             |        |      |
|                                 | Sum of Squares | df  | Mean Square | F      | Sig. |
| Between Groups                  | 78.123         | 2   | 39.062      | 46.214 | .000 |
| Within Groups                   | 124.250        | 147 | .845        |        |      |
| Total                           | 202.373        | 149 |             |        |      |

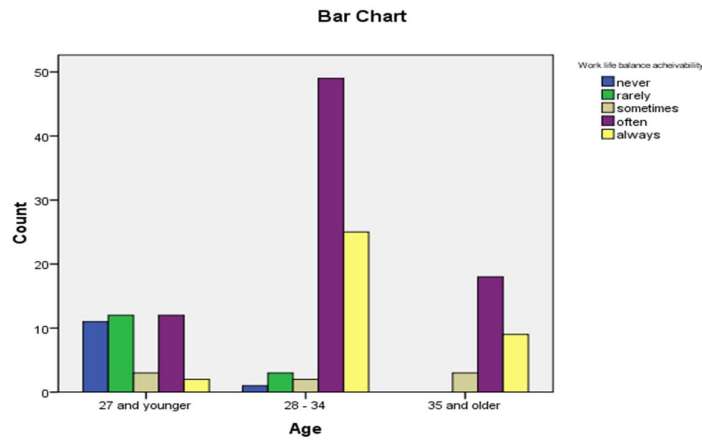
**Interpretation**

This is the table that shows the output of the ANOVA analysis and whether we have a statistically significant difference between our group means. We can see that the significance level is ( $p = .000$ ), which is below 0.05. and, therefore, there is a statistically significant difference between Work life balances of various age groups.

**4.3 Chi Square Test For Work Life Balance Achievability And Work Life Balance Policy**

$H_0$ : There is no significant relationship between Work life balance and company’s policy for Work life balance achievability.

$H_1$ : There is significant relationship between Work life balance and company’s policy for Work life balance achievability.



**Work life balance achievability \* Company have a separate policy for work life balance Cross tabulation**

| Count                           |           | Company have a separate policy for work life balance |     | Total |
|---------------------------------|-----------|--|-----|-------|
|                                 |           | yes  | no  |       |
| Work life balance achievability | never     | 10   | 2   | 12    |
|                                 | rarely    | 9  | 6   | 15    |
|                                 | sometimes | 3  | 5   | 8     |
|                                 | often     | 13   | 66  | 79    |
|                                 | always    | 0  | 36  | 36    |
| Total                           |           | 35   | 115 | 150   |

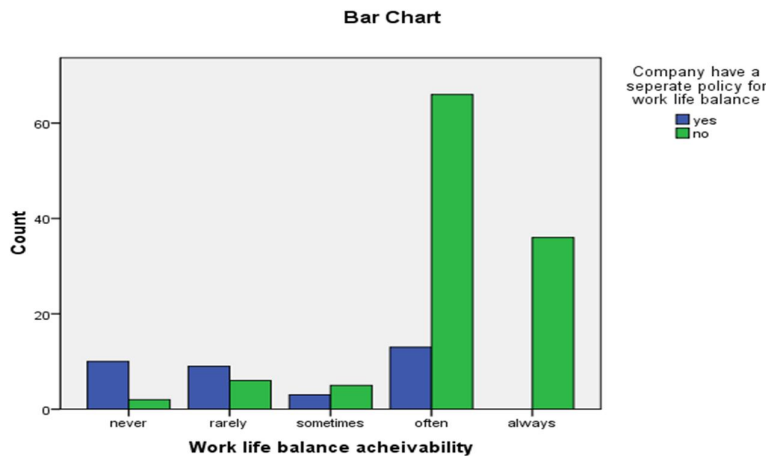
**Chi-Square Tests**

|                              | Value               | df | Asymp. Sig. (2-sided) |
|------------------------------|---------------------|----|-----------------------|
| Pearson Chi-Square           | 49.365 <sup>a</sup> | 4  | .000                  |
| Likelihood Ratio             | 50.743              | 4  | .000                  |
| Linear-by-Linear Association | 48.709              | 1  | .000                  |
| N of Valid Cases             | 150                 |    |                       |

a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is 1.87.

**Interpretation**

P value 0.000, which is less than 0.05. And so  $H_0$  is rejected. Hence, There is significant relationship between Work life balance achievability and company's policy for Work life balance.



**Work life balance achievability \* Work life balance increase organizational effectiveness**

H<sub>0</sub>: There is no significant relationship between Work life balance achievability and increase in organizational effectiveness.

H<sub>1</sub>: There is significant relationship between Work life balance achievability and increase in organizational effectiveness.

**Cross tabulation**

|                                 |           | Work life balance increase organizational effectiveness |    |    | Total |
|---------------------------------|-----------|---|----|----|-------|
|                                 |           | Yes   | No | 22 |       |
| Work life balance achievability | never     | 12  | 0  | 0  | 12    |
|                                 | rarely    | 7   | 8  | 0  | 15    |
|                                 | sometimes | 2   | 6  | 0  | 8     |
|                                 | often     | 55  | 24 | 0  | 79    |
|                                 | always    | 13  | 22 | 1  | 36    |
| Total                           |           | 89  | 60 | 1  | 150   |

**Chi-Square Tests**

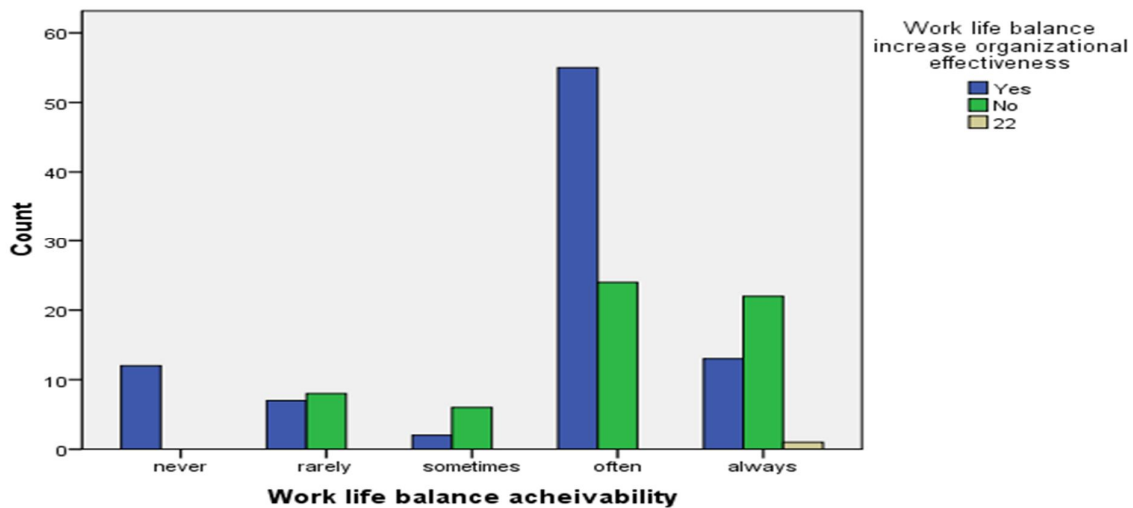
|                              | Value               | df | Asymp. Sig. (2-sided) |
|------------------------------|---------------------|----|-----------------------|
| Pearson Chi-Square           | 26.943 <sup>a</sup> | 8  | .001                  |
| Likelihood Ratio             | 30.829              | 8  | .000                  |
| Linear-by-Linear Association | 2.776               | 1  | .096                  |
| N of Valid Cases             | 150                 |    |                       |

a. 8 cells (53.3%) have expected count less than 5. The minimum expected count is .05.

**Interpretation**

P value 0.001, which is less than 0.05. And so H<sub>0</sub> is rejected. Hence, There is significant relationship between Work life balance achievability and increase in Organizational effectiveness.

**Bar Chart**



**4.4 Correlation for Work Life Balance Achievability and Job Satisfaction**

H<sub>0</sub>: There is no significant relationship between Work life balance achievability and job satisfaction.

H<sub>1</sub>: There is significant relationship between Work life balance achievability and job satisfaction.

## Correlations

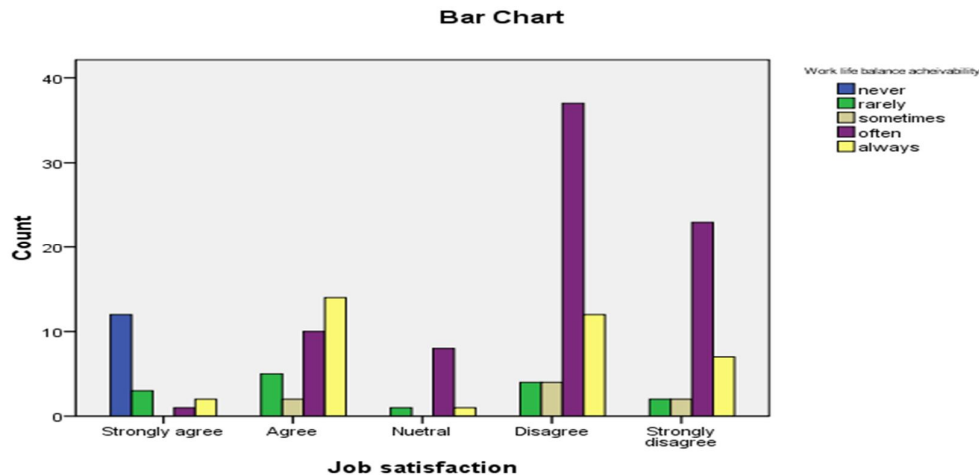
|                |                                 |                         | Work life balance achievability | Job satisfaction |
|----------------|---------------------------------|-------------------------|---------------------------------|------------------|
| Spearman's rho | Work life balance achievability | Correlation Coefficient | 1.000                           | .221**           |
|                |                                 | Sig. (2-tailed)         | .                               | .007             |
|                |                                 | N                       | 150                             | 150              |
|                | Job satisfaction                | Correlation Coefficient | .221**                          | 1.000            |
|                |                                 | Sig. (2-tailed)         | .007                            | .                |
|                |                                 | N                       | 150                             | 150              |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Interpretation

The correlation coefficient is 0.221 and is positive. Hence there is a positive correlation between, work life balance achievability and job satisfaction. Hence, when work life balance achievability increases, job satisfaction also increases.

P value 0.007, which is less than 0.05 and so  $H_0$  is rejected. Hence, there is significant relationship between Work life balance achievability and job satisfaction.



## 5. Summary of Findings

### 5.1 Findings

- 88% of the respondents are male.
- 53% of the respondents belong to the age group of 28 – 34.
- 45% of the respondents children are taken care by their spouse, 35% by parents and 20% by servants.
- 60% of the respondents spend only 2 – 3 hours with their children.
- 61% of the respondents feel that they rarely reach their personal as well as career goals.
- 80% of the respondents said that they work late hours at field often
- 70% of the respondents says that they often feel stressed, travelling more in their work.
- 72% of the respondents sometimes gets exhausted and thought of getting rid of this work.
- 56% of the respondents often loose their temper at work.
- 60% often feel depressed and tired because of work.
- 68% often feel that targets and deadlines are severe.
- 65% feel that problems at work sometimes make them irritable at home.
- 67% of the respondent's spouse and children often compliant that they don't have quality time for them.
- 71% strongly agree that work involves lot of time away from home.
- 60% agree that meetings and trainings are scheduled at comfortable timings.
- 53% feel that they can never able to balance work and life and 25% feel that they can rarely balance work and life activities.
- 46% strongly disagree that they are satisfied with the job and 23% disagree that they are satisfied with the job.
- 42% disagree that taking leave is easier.
- 62% of the respondents says that work pressure hinder them in balancing work and family commitments.
- 30% use entertainment, 32% use music and 10% use yoga to manage stress arising from their work.



21. 76% of the respondents say that their company doesn't have separate work life balance policy.
22. 60% of the respondents say that if employees have good work life balance, the organization will be more effective and successful.
23. From Mann Whitney test it is concluded that, there is no significant relationship between work life balance and gender.
24. From one way anova it is interpreted that, there is a statistically significant difference between Work life balances of various age groups.
25. It is interpreted from Chi square test that, there is significant relationship between Work life balance achievability and company's policy for Work life balance.
26. From Chi square test it is interpreted that; there is significant relationship between Work life balance achievability and increase in Organizational effectiveness.
27. From spearman correlation it is noted that, there is a positive correlation between, work life balance achievability and job satisfaction. Hence, when work life balance achievability increases, job satisfaction also increases and also there is significant relationship between Work life balance achievability and job satisfaction.

## 5.2 Suggestions

1. WLB being an important issue, every company should have their work life balancing programs and policies.
2. Being a highly challenging job involving more travel and risk, special care of the employee's WLB should be taken by the employer. Programs like flexi time working, maternity leave with pay, training for stress relaxation, arranging family meets can be done.
3. Severe targets and schedules should be converted to reachable level,
4. The nature of specific job position cannot be changed but the way it is performed requires change.
5. To achieve better work-life balance, first task is to make clarity of priorities in life and setting healthy and effective boundaries. The successful people are only those who have flexibility to meet the demands of their professional lives and also accomplish personal goals outside their offices.
6. Organizations need to examine strategies and initiatives to reduce employee burnout. At present it is likely that employees' are under-performing and possibly suffering adverse behavioral or health effects due to the extreme levels of burnout.
7. Not only framing WLB policies, implementing them successfully only will give a positive result.

## 5.3 Conclusion

Work-life balance remains an issue that requires considerable attention from society. The changing nature of the global economy, where organizations often operate on a 24/7 schedule and technological advances have made it possible for an employee to be connected at all times, has ushered the work-life balance issue into the forefront of the minds of many. Employers have realized that a "burnt-out" employee is nearly useless, and that a satisfied employee is the key to the future success of an organization. To this end, many organizations have developed work-life programs to assist employees in handling the conflicts that may arise between work and the rest of life. The summary discussion above has tried to illustrate that in a field like pharmaceutical industry, work/life balance is not just about pursuing a business case over the short-term. Where it is seen to work effectively, it can provide significant business benefits over the short-term. But raising staff motivation, job satisfaction, and worker loyalty may take longer to achieve. There is also a question about how instrumental employers are when introducing work/life balance policies. Are they looking for returns that are measurable and immediate or is there a realization that work/life balance is part of a wider human resource outlook that seeks to establish an organization as an 'employer of choice' over the medium term, or are they simply following a common sense approach that dictates that good staff need to be treated well.

Employees who have given WLB programs work effective than who are not provided with it. With the many problems associated with stress, including issues of health and well-being and decreased productivity, society would be wise to foster an environment that proactively engages individuals to reflect on their choices and priorities. Individuals who seek balance to maintain health and harmony may lead fuller and more productive lives, which could potentially benefit all aspects of society and business.

## 6. Appendix

### WORK LIFE BALANCE QUESTIONNAIRE

Name:

Age:

- a) 27 and Younger      b) 28 to 34      c) 35 and older

Gender:

Name of the organization? \_\_\_\_\_

1. Are you married?

- a) Yes
  - b) No
2. If yes, is your spouse employed?
- a) Yes
  - b) No
3. Do you have children?
- a) Yes, No. of children\_\_\_\_\_.
  - b) No
4. Being an employed man/woman who is helping you to take care of your children?
- a) Spouse
  - b) In-laws
  - c) Parents
  - d) Servants
  - e) Crèche/day care center
  - f) Not applicable
5. How many hours in a day do you spend with your child/children?
- a) Less than 2 hours
  - b) 2-3 hours
  - c) 3-4 hours
  - d) 4-5 hours
  - e) More than 5 hours
  - f) Not applicable

**Instruction: Please mark (√) against the right answer**

| Sl.No |   | 1<br>Never | 2<br>Rarely | 3<br>Sometimes | 4<br>Often | 5<br>Always |
|-------|---|------------|-------------|----------------|------------|-------------|
| 6.    | Do you able to balance your work and life?  |            |             |                |            |             |
| 7.    | Do you have time to reach your career and personal goals?                                     |            |             |                |            |             |
| 8.    | Do you work late hours in field every day?  |            |             |                |            |             |
| 9.    | Do you feel stressed about the amount of time you spend at work?                              |            |             |                |            |             |
| 10.   | Do you feel stressed as you need to travel more in your work?                                 |            |             |                |            |             |
| 11.   | Do you miss out on quality time with your family and friends because of work pressure?        |            |             |                |            |             |
| 12.   | Does your partner or children ever complain that you don't have enough quality time for them? |            |             |                |            |             |
| 13.   | Have you ever got exhausted and thought of getting rid of this work?                          |            |             |                |            |             |
| 14.   | Do you often loose your temper at work?   |            |             |                |            |             |
| 15.   | Do you feel tired or depressed because of work?   |            |             |                |            |             |

**To what extent do your job responsibilities interfere with your family life in the following ways?**

| Sl.No |  | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|-------|--|----------------|-------|---------|----------|-------------------|
| 16.   | Targets , deadlines and schedules are severe   |                |       |         |          |                   |
| 17.   | Meetings and trainings are scheduled at comfortable timings                                    |                |       |         |          |                   |
| 18.   | Problems at work make you irritable at home.   |                |       |         |          |                   |
| 19.   | Your work involves a lot of time away from home  |                |       |         |          |                   |
| 20.   | Your job takes up so much energy you don't feel up to doing things that need attention at home |                |       |         |          |                   |
| 21.   | It is easy to take leave   |                |       |         |          |                   |
| 22.   | You are fully satisfied with your job  |                |       |         |          |                   |

23. Do any of the following hinder you in balancing your work and family commitments?
- Long working hour
  - Compulsory overtime
  - Work pressure
  - Shift work
  - Meetings/training after office hours
  - Others, specify\_\_\_\_\_
24. How do you manage stress arising from your work?
- Yoga
  - Meditation
  - Entertainment
  - Dance
  - Music
  - Others, specify\_\_\_\_\_.
25. Does your company have a separate policy for work-life balance?
- Yes
  - No
26. Do you think that if employees have good work-life balance the organization will be more effective and successful?
- Yes
  - No

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