



**AN EXPLORATORY STUDY ON WORK LIFE
BALANCE OF AREA SALE MANAGERS OF PHARMA
INDUSTRY: A CASE STUDY OF CIPLA**

Aisha Khanam¹

*¹Research scholar, Faculty of Business Studies, SHIATS-DU, Naini Allahabad, Uttar Pradesh,
India.*



ABSTRACT

Work life balance is now increasingly becoming the focal point of study by HRM experts as also managing the teams of employing corporate. In corporate sector, the concern over work-life balance is gradually becoming a common talk because most of the employees have play two role- personal and professional and each role having different set of demands. In lots of cases employees not make a balance between their personal and professional life and in that case role demands overlap and multiple problems are faced leading to losses for all concerned: the individual, the family, and the organization. In sales job, the performance pressure is considerably high leading to stress and other problems. This exploratory research is an attempt to study the work-life balance issues with reference to area sales managers of Cipla working in pharmaceutical sector. The main objective of the study to identify the factors which affect the work life balance such area sales manager of Cipla Pharmaceuticals Company. The research design adopted was exploratory as the study required both primary and secondary data. There were 100 area sales managers selected from Cipla Pharmaceutical Company. The results derived from the analysis of secondary data and taking the personal interviews of many area sales manager for primary data to reveal the significant results with respect to work-life-balance because employees wants a stress free enjoyable life by making balance between professional and personal life.

KEYWORDS: work life balance, Cipla pharmaceutical, area sales manager.

INTRODUCTION

Employees of pharmaceutical companies experience more conflict between work and personal life as they continue to pursue the quality of life that they need (Casper et al., 2011). Thus, successfully balancing work and family life is one of the major challenges facing current first line area sales managers of Cipla pharmaceuticals.

Historically, work-life balance issues have been considered personal issues (Emslie & Hunt, 2009), and employers have just responded to their employees' needs by providing additional benefits such as on-site childcare service and paid maternity leave in the workplace. Many researchers have generally agreed on the important role of work-life balance as it is related with an individual's psychological well-being and overall sense of harmony in life, which is an indicator of balance between the workplace role and the role in family (Clark, 2000; Marks and MacDermid, 1996). Recent research shows that both employees and organizations benefit from successfully balanced work and family life (e.g., Greenhaus and Powell, 2006; Hammer et al., 2005). In family domains, when people experience a lack of work-life balance, this experience threatens key domains of their personal lives (Lachman and Boone-James, 1997); on the other hand, work-life balance enhances their well-being and family satisfaction (Grzywacz, 2000).

What is work-life balance?

Work-life balance refers to the growing recognition that individuals require a satisfactory balance between the demands of work and those of the rest of life. Increasingly employers are being asked to consider the business benefits of enabling their employees to achieve and maintain a better balance between work and other aspects of their lives.

The emphasis on work-life balance is therefore shifting from being merely the concern of employees to one of joint responsibility between employer and employee. Work-life balance is about employers identifying with their workforce, how both can benefit from a more imaginative approach to working practices.

One of the difficulties with addressing work-life balance issues is that there is no 'one size fits all' solution. Rather, what is balance for one individual may not be the same for another, and additionally an individual's needs in relation to balance are highly likely to change over time. Work-life balance is therefore about adopting working arrangements so that everyone - regardless of age, race, or gender - can find a balance that enables them more easily to combine work with their other responsibilities or aspirations. The aim of work-life balance is to offer a wide range of options so that people can have more control and have the freedom to choose what they believe is best for them within the constraints of the business.

Work-Life-Balance of area sales managers of Cipla Pharmaceutical:-

The role of first line area sales managers of Cipla Pharmaceutical is basically supervisory in nature; they supervise the activities of medical representative and ensure that all the plans of company are implemented by the grass root workers that are Medical Representative (MR).

This role can be played only by first line area sales managers as they are close to MR most of the time, second line area sales managers cannot be with every MR every month so they can not ensure implementation by each MR.

The first line area sales managers are implementers of the company's strategy, their job is see that a MR implements the company' strategy in the field. They play low role in planning.

The second line area sales managers and above come under senior managers like zonal senior manager/senior manager they play key role in business planning which is supposed to be implemented by first line managers and MR. So the basic difference between first and second or third line job function is that the first is implementer while the second and third line manager have to do lot in terms of planning, they don't just implement.

So most of the time the job pressure on these managers are too heavy just because incomplete task and in that case they can also not adjust themselves in their personal life and finally it causes imbalance in their work life balance.

RESEARCH OBJECTIVE

The objectives of research are as follows:

1. To study the work-life balance issues with reference to area sales managers in pharmaceutical companies.
2. To study the factors affecting work-life balance of such managers.
3. To determine the factors leading to work-life imbalance of such managers.

LITERATURE REVIEW

This paper enlightens the wide options for employers and employees to link work life balance practices for organizational and personal performance.

Jagadeesh Induru and Ayub Khan Pathan (2011) explained that 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. Work life balance does not mean working less to fulfill personal responsibilities at the cost of organizational productivity.

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.

According to Jim Bird, CEO of Worklifebalance.com (an international work-life balance and consulting company), "Work-life balance is meaningful achievement and enjoyment in everyday life". Also he believes that to achieve better work-life balance, each individual needs to work smarter- to get more done in less time. The primary way companies can help facilitate work-life balance for their employees is through work-life practices, that are usually associated with flexible working and reductions in working time or family-friendly policies. Even if many companies have extensive work-life programs, most have not yet changed their organizational cultures to support employees and managers who want to use work-life options. Research by Kenexa Research Institute in 2007 shows that those 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.

Work-life balance contributes to increasing employees' in-role performance

(Magnini, 2009). The experience of psychological well-being and harmony in life helps employees concentrate on their work, resulting in better performance.

Employees become strongly attached to their organizations when their needs and expectations are satisfied (Meyer et al., 1993). The experience of work-life balance satisfies employees' psychological demands to maintain the balance between work and life. Several empirical studies have supported that employees' experience of work-life balance contributes to favorable evaluation of their organizations and affective commitment (Muse et al., 2008).

CONCLUSION

This paper examines how pharmaceutical companies practices contributing to enhancing the job pressure on the first line managers. Companies' targets increase the job stress of the managers and that pressure directly affects their work-life-balance. But on the other hand these organizations established the department which promotes work-life-balance practices and organizational effort to reduce the overtime so that employees feel some relief and give their equal support in the success of their company and also satisfied their personal life.

REFERENCE

1. Casper, W.J. and Buffardi, L.C. (2004), "Work-life benefits and job pursuit intentions: The role of anticipated organizational support", *Journal of Vocational Behavior*, Vol. 65 No.3, pp. 391-410.
2. Clark, S.C. (2000), "Work/family border theory: A new theory of work/family balance", *Human Relations*, Vol. 53 No. 6, pp. 747-770.
3. Emslie, C. and Hunt, K. (2009), "Live to work or work to live? A qualitative study of gender and work-life balance among men and women in mid-life", *Gender, Work and Organization*, Vol. 16 No. 1, pp. 151-172.
4. Greenhaus, J.H., and Powell, G.N. (2006), "When Work and Family Are Allies: A Theory of Work-Family Enrichment", *Academy of Management Review*, Vol. 31 No. 1, pp. 72-92.
5. Grzywacz, J.G. (2000), "Work-family spillover and health during midlife: Is managing conflict everything?" *American Journal of Health Promotion*, Vol. 14 No. 4, pp. 236-243.
6. Halpern, D.F. (2005), "Psychology at the intersection of work and family: Recommendations for employers, working families, and policymakers", *American Psychology*, Vol. 60 No. 5, pp. 397-409.
7. Hammer, L.B., Neal, M.B., Newson, J.T., Brockwood, K.J. and Colton, C.L. (2005), "A longitudinal study of the effects of dual-earner couples' utilization of family-friendly workplace supports on work and family outcomes", *Journal of Applied Psychology*, Vol. 90 No. 4, pp. 799-810.
8. Lachman, M.E. and Boone-James, J. (1997), "Charting the course of midlife development: An overview", In Lachman, M. E. and Boone-James, J. (Eds.), *Multiple paths of midlife development*, The University of Chicago Press, Chicago, pp. 1-20.
9. Marks, S.R. and MacDermid, S.M. (1996), "Multiple roles and the self: A theory of role balance", *Journal of Marriage and Family*, Vol. 58 No. 2, 417-432.
10. Sugandha (2014), "An Exploratory Study of Work Life Balance Among Banking and Insurance Sector Employees", *International Journal of Research in IT & Management; Volume 4, Issue 1, PP 81-94*.
11. Crooker K., Smith, F. L., and Tabak, F. (2002). "Creating work-life balance: A model of pluralism across life domains", *HRD Review*. Vol. 1, pp. 387-419.
12. Guest, D.E. (2002), "Perspectives on the Study of Work-life Balance", *Social Science Information*. Vol. 41, pp. 255-279.
13. Magnini, V.P. (2009), "Understanding and reducing work-family conflict in the hospitality industry", *Journal of Human Resources in Hospitality & Tourism*, Vol. 8 No. 2, pp. 119-136.
14. Meyer, J.P., Allen, N.J. and Smith, C.A. (1993), "Commitment to organizations and occupations: Extension and test of a three-component model", *Journal of Applied Psychology*, Vol. 78 No. 4, pp. 538-551.
15. Muse, L., Harris, S.G., Giles, W.F. and Feild, H.S. (2008), "Work-life benefits and positive organizational behavior: Is there a connection?" *Journal of Organizational Behavior*, Vol. 29 No.2, pp. 171-192.

