



## “Work-Life Balance” – An Empirical Study of Managers of Select Pharmaceutical Companies

### KEYWORDS

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**ABSTRACT** *The Indian corporate world has undergone sudden changes because of the presence of various new competitors (both local & foreign) due to various factors like Liberalization, Globalization etc., on one hand and gradual changes of culture like changed outlook of the society towards women working before and after marriage, wife and husband working and staying in different towns as well on the other hand. Due to these developments, the following job related new parameters have been observed among various industries – • Extended work hours and peculiar work hours in some cases • Readiness of the employee to respond to the manager, customer any time of the day, any day of the week and from any location, (some times even on a holiday) • Provision of communication tools like Mobiles, Lap-tops with wire less internet connection by the management to the most of the employees and making them accessible wherever they are • Every day long travel to reach the work spot (due to massive urbanization) • Career orientation among Men & Women alike. The above parameters have given an impact to both Public sector & Private sector employees & managers alike though the managers of the latter had more impact. Among the managers of the various Private sector dominant industries like Pharmaceuticals, Textiles etc., managers of the Pharmaceuticals industry have been touched and influenced by the process. In this transaction these managers are struggling to maintain an ideal “Work –Life” balance. In the light of the above an attempt has been made to examine and analyze the possible parameters of job functions and behavior of immediate managers that are helping the respondents to maintain an ideal Work-Life balance and those that are hindering the Work-Life balance. This study has been carried out with the help of a structured questionnaire. Seventy five managers of select companies belonging to various managerial levels have been interviewed. The study has brought out that few managers are able to maintain an ideal WORK-Life balance and it is suggested that the decision makers of the different organizations should put extra efforts (some are being suggested as an out come of the study) in creating a suitable organizational environment wherein many managers will be able to maintain an ideal Work-Life balance.*

### Introduction

It is generally accepted that Work is central to the lives of human beings. It provides us with a sense of achievement, recognition and above all a means of income to fulfill our basic and material needs. However, Globalization and rapid technological changes are demanding more from workers. This is because the world of work is changing – such as development of new technology, more and more women entering the workforce, resulting, in part, in two-earner families and above all a clash of work and personal life. These are some of the challenges faced by today's workers. Most workers juggle their personal and work-life every single day, between children and community responsibilities.

The term “work-life balance” (WLB) was coined in 1986 in response to the growing concerns by individuals and organizations like “that work can impinge upon the quality of family life and vice-versa” thus giving rise to the concepts of “work-family conflict” (WFC) and “family-work conflict (FWC). The former is also referred to as “Work Interferes with Family” (WIF) while the latter is also known as “Family Interferes with Work” (FIW).

In a 24x7 cut throat competitive work environment, the amount of time devoted to work can take its toll on one's family- it is little wonder therefore that there is growing concern about sleep deficit among the present generation more than ever before.

Factors influencing the work-life balance can be either demographic, such as aging workforce; labour market trends such as flexible work arrangements; health and wellness initiatives by employers; and other factors such as child care costs. Such factors are then said to have important implications for the well being of all stakeholders, employees, employers, unions, governments, families, communities and the economy.

### Definition

Work- life conflict or imbalance occurs when cumulative demands of work and non-work roles are incompatible in some respects, such as participation in one role is made more difficult by participation in the other roles (Duxbury and Higgins, 2003)

Work Life conflict generally arises out of the job functions like odd job timings, constant tours, always on the move, managing team who are in some other place, sales pressure etc., which may continue their impact on an individual after the work hours as well. And some jobs like Managers of pharmaceutical companies, Project supervisors of I.T companies etc., have some inbuilt unique job aspects that have more potential to create an imbalance of work life balance.

As one of the researchers has immense experience of having worked for 27 years in pharmaceutical industry; he is exposed to the various practical insights of the job functions of managers of the industry. Job functions of pharmaceutical managers by and large revolve around Regular Field work to meet customers, Recruitment & Training, Product planning, Reporting Data to Immediate manager, Reporting Data to Head Office, Sales management etc. With the thought process of linking this experience with the theoretical concept of work life balance; an empirical survey has been undertaken by the researcher.

### Literature review

Family friendly work environment, such as flexi time, tele-work, etc has been portrayed as an important component of an individual worker's preferences towards work life balance. It has been suggested that such arrangements seek to help employees' obtain a better blend between their work and non-work lives while providing organizations with a means of recruiting, retaining and motivating their work force (Bachmann, 2000; Schwartz, 1994).

It appears that at present, there are relatively few legislative measures to support Work Life Balance in India and they are being viewed as a “luxury” issues rather than business /economic imperative. Yet progress has been made. For example, the Indian government has adopted legislative measure to support Work Life Balance through factory legislation (Crèche, breast feeding breaks, etc) and legislation on maternity leave. The Government of India also has special provisions for paternity leave and for coordinating transfers when wife and husband work for the same employer (N. Desai, 1996.)

**Need for the study**

As it is felt that sufficient research has not taken place in "Work-life Balance" aspect in general and pharmaceutical industry related aspects in particular, the need for a specific study in this field is being felt.

**Objectives**

- To throw light on the concept of Work-Life Balance briefly.
- To examine & analyze the different aspects of job functions that are hindering Work-Life Balance of managers of select pharmaceutical companies.
- To examine & analyze the different aspects of job functions that are helping Work-Life Balance of managers of select pharmaceutical companies.
- To offer pertinent suggestions & conclusions.

**Methodology**

The study is predominantly based on primary data. However, conceptual data is collected from journals, text books. Managers of select companies have been approached with the help of a structured questionnaire. A sample of 75 Pharmaceutical Managers has been selected on the basis of convenience sampling. Once again in this context it is worth to mention that one of the researchers has worked in the managerial

level in the Pharma Industry and he is aware of the unique job function of Pharma Managers.

The pharmaceutical industry has some unique features where in the Field managers will also be attending office work, conferences etc, and Second line managers who are in charges of zonal offices also need to make field visits and All India managers also will be attending office work, zonal level meetings in addition to field work.

The respondents have been approached with a structured questionnaire. The data has been analyzed with the help of Pearson Correlation Statistical Tool.

**Data Analysis:**

For analysis of data, the ratings of 75 respondents belonging to the above mentioned managerial levels have been pooled up. The same has been averaged into 15 slots; each slot representing the opinion of 5 respondents. Data analysis has been done for this group of 15 categories representing 75 respondents and it is being presented further.

The average ratings given by the each group of employees regarding the different factors governing work life balance are as follows.

**Table No. 1  
Employee Average Ratings Regarding Different Factors regarding Work Life Balance**

Factors/ Employees	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Travel Time (Hrs)	6	6	6	7	7	4	2	6	5	6	3	3	3	3	4
Field Work (no of Seasons)	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Waiting time for customer(Minutes)	25	30	20	30	35	20	10	20	10	15	5	5	5	5	20
Work Life Balance (Score )	3	3	3	3	3	4	5	4	5	4	4	5	4	5	3
Office Hours (Hrs)	8	10	12	10	12	10	8	12	10	12	12	12	10	8	10
Work in Field per day (Hrs)	6	6	6	7	7	4	2	6	5	6	3	3	2	2	4
Work in office per day (Hrs)	2	4	6	3	5	6	6	6	5	6	9	9	8	6	6
Work Life Balance (Score )	2	2	2	2	2	4	3	4	5	4	3	2	3	4	3
Lack of commitment from subordinates (Score)	2	2	2	2	1	1	1	3	3	3	2	1	2	2	2
support from higher management (Score)	2	2	1	1	1	2	2	1	3	2	4	2	4	2	2
quality recruitment (Score)	3	2	4	3	4	3	3	3	3	1	4	3	3	4	3
Work Life Balance (Score )	1	2	2	2	3	2	2	2	3	2	3	3	3	3	2
Encouragement to adopt Latest methods (Score)	3	2	4	3	2	3	4	4	4	1	5	5	5	5	5
Better training facilities (Score)	3	3	4	3	2	3	4	4	4	1	4	4	4	4	4
Incentives for better performance (Score)	3	3	3	3	2	2	4	1	4	2	4	1	1	2	1
Work Life Balance (Score )	3	3	3	3	3	3	4	4	4	2	4	4	4	4	4
freedom of ideas implementation	2	1	2	2	1	3	4	1	4	2	5	5	5	5	5
Group Dynamics (Scores)	2	1	2	2	1	1	4	1	4	2	4	1	2	2	1
Regular Promotions (Scores)	3	3	3	3	2	2	4	1	4	2	4	1	1	2	1
Work Life Balance (Score )	2	2	2	2	2	2	4	1	4	2	4	3	2	3	2
Decision Making power (Scores)	1	2	1	1	1	4	4	1	4	2	5	5	5	5	5
Management discourages in failures (Scores)	2	1	2	1	1	1	1	1	2	2	1	1	1	1	1
Group Politics in office (scores)	4	3	3	2	2	2	2	2	2	3	4	3	2	2	2
Work Life Balance (Score )	2	2	2	2	2	3	3	1	3	2	2	3	3	3	3
Good relationship with boss (Score)	2	2	1	2	1	2	4	1	4	2	5	5	5	5	5
appreciation from your boss in well done jobs (score)	2	2	2	2	1	3	4	1	4	2	1	1	2	2	2
Good Attitude of colleagues (score)	2	2	2	2	2	2	1	2	4	2	2	2	2	2	2
Work Life Balance (Score )	2	2	2	1	2	3	2	4	2	3	1	2	3	3	3
Professional values higher authorities (Score)	5	4	3	4	4	4	4	1	5	5	5	5	5	5	5
Immediate motivation from authorities (Score)	3	4	4	3	2	4	4	1	5	4	4	4	4	4	4
Good Support from colleagues (Score)	2	3	3	3	4	4	4	2	5	3	2	2	2	2	2
Work Life Balance (Score )	4	3	3	3	3	4	4	2	4	3	2	2	3	3	3
Bored Routine Job (Scores)	3	3	2	2	4	5	5	5	5	5	2	2	5	5	5
Other departments seeks information urgently when you are busy (scores)	2	1	1	1	1	1	1	2	1	2	2	2	2	2	2
Too many tasks at a time and pressure from authorities (Scores)	1	1	2	2	1	1	1	1	2	1	2	2	2	2	2

Work Life Balance (Score )	2	2	2	2	2	3	3	3	4	2	2	1	2	3	3
Creation of single touch point at head office (Score)	4	4	3	3	4	5	5	5	5	5	5	5	5	5	5
Tasks will be delegated at the beginning of the year itself (Score)	4	4	3	3	4	5	5	5	5	5	5	5	5	5	5
Data is generated by external consultant (score)	5	5	5	5	4	5	5	5	5	5	5	5	5	5	5
Work Life Balance (Score )	4	4	4	4	4	5	5	5	5	5	5	5	5	5	5
Guidance in meeting sales targets (scores)	2	1	1	1	1	1	1	1	1	1	1	1	1	1	2
Cooperation from intermediaries (scores)	2	1	2	2	1	2	1	1	2	2	2	2	2	2	2
Good knowledge about competitors (scores)	2	1	2	2	1	2	2	2	3	2	1	1	1	1	2
Work Life Balance (Score )	2	1	2	2	2	2	1	1	3	2	1	1	1	1	2
Constant meetings with intermediaries (Score)	4	4	4	4	4	2	4	4	4	4	5	5	5	5	5
High tech niche marketing (score)	3	2	3	3	3	3	4	4	4	4	2	1	1	1	2
Your efforts are recognized irrespective of results (score)	2	1	1	1	1	2	1	1	1	1	1	1	1	1	1
Work Life Balance (Score )	3	2	2	2	2	2	2	2	3	2	2	1	2	2	2

The above details have been analyzed with Pearson correlation statistical technique and the correlated values are presented in the following table.

**Table No. 2**  
**Factors of Work Life Balance**

Factors that will influence work life balance	Correlated Value
<b>Highly Favorable factors for Good Work Life Balance</b>	
Creation of single touch point at head office	0.981
Tasks will be delegated at the beginning of the year itself	0.981
Encouragement for performance by giving incentives	0.895
Better training facilities	0.884
Management encouragement for adopting Latest methods	0.873
Group Dynamics	0.826
Decision Making power	0.754
Job Enrichment	0.701
Knowledge about competitors	0.677
Regular Promotions	0.64
Good Support from colleagues	0.629
appreciation from your boss in well done jobs	0.626
freedom to implement ideas	0.621
<b>Moderately Favorable factors for Good Work Life Balance</b>	
Good Relationship with boss	0.468
Quality recruitment	0.455
High tech niche marketing	0.448
Good Attitude of colleagues	0.412
Better Support from higher management	0.407
Your efforts are recognized irrespective of results	0.39
Data is generated by external consultant	0.378
Cooperation from intermediaries	0.351
Immediate motivation from authorities	0.35
Guidance in meeting sales targets	0.304
Professional values higher authorities	0.252
More time in Office instead of field job	0.185
Cooperation from other departments	0.038

<b>Moderately Unfavorable factors For Good Work Life Balance</b>	
Too many tasks at a time and pressure from authorities	-0.038
Long Office time duration	-0.092
Lack of commitment from subordinates	-0.119
Management don't encourages in failures	-0.195
Most of the office hours to be spent in field	-0.271
Constant meetings with intermediaries	-0.357
Unfavorable work environment	-0.408
<b>Highly Unfavorable Factors for Work Life Balance</b>	
Too much of travel time	-0.695
Too much of waiting time for customers	-0.811

The above table describes the factors that have influenced the work life balance. It is found that some factors have been motivating and creating a space for the pharmaceutical employees to enjoy in their work as well as life outside the work place i.e., in their family.

The Factors like Centralized reporting system that reduces the pressure on employee, pre- informed tasks that help them to plan in the beginning of the year regarding job as well as family responsibilities, management encouragement in awarding performance by giving incentives, proper training facilities to excel in their jobs, allowing employees to adopt latest methods of job function which reduces stress on employee, excellent group dynamics, decision Making power, enjoying job enrichment and regular promotions, good support from colleagues, appreciation of boss and freedom to implement ideas are the factors which are highly influencing the employees to concentrate without stress on job as well as on family life.

There are some factors which are slightly influencing the work life balance of pharmaceutical employees like good relationship with Boss, Quality recruitment, High tech niche marketing, Good Attitude of colleagues, Support from management, Recognition of hard work irrespective of results, transferring the task of data generation to external consultant, cooperation from intermediaries and guidance in meeting sales targets etc.,

There are two factors that have badly damaged the work life balance of an employee viz., very long duration of travel time and too much of waiting time for customers. These factors have been the core issues that have disturbed the work life of an employee.

There are some factors which are negatively correlated and that have influenced the work life balance negatively. The factors like delegating too many tasks at a time, pressure from

authorities, long office duration of work, lack of commitment from subordinates, management discouragement in failures, too much of field work, too many meetings with intermediaries and unfavorable work environment have shown tremendous negative impact on the work life balance of an employee.

After discussing and analyzing the summary of all factors and their impact on work life balance, individual factors in the factor group and their impact on work life balance and the interrelationship with in the factor group has been presented below-

**Table No. 3**  
**Impact of Travel, Field Work and Waiting Time on Work Life Balance (Pearson Correlation Values at 0.01 levels)**

Details	Travel Time (Hrs)	Field Work (no of Seasons)	Waiting time for customer (Minutes)	Work Life Balance (Score )
Travel Time (Hrs)	1	NA	.836	-.695
Field Work (no of Seasons)	NA	NA	NA	NA
Waiting time for customer (Minutes)	.836	NA	1	-.811
Work Life Balance (Score )	-.695	NA	-.811	1

The above table shows that travel time and waiting time for customers has given a negative relationship with work life balance which means that the more one travels the less the work life balance be enjoyed. It is observed that where ever there is more travel time of an employee, there is an increase in waiting time for the customers too.

**Table No. 4**  
**Impact of Office Hours, Work time in Field and Work time in office on Work Life Balance (Pearson Correlation Values at 0.01 levels)**

Details	Office Hours (Hrs)	Work in Field per day (Hrs)	Work in office per day (Hrs)	Work Life Balance (Score )
Office Hours (Hrs)	1	.360	.458	-.092
Work in Field per day (Hrs)	.360	1	-.665	-.271
Work in office per day (Hrs)	.458	-.665	1	.185
Work Life Balance (Score )	-.092	-.271	.185	1

It is observed that long duration of office hours, more field work has been an hindrance for work life balance of an employee while more time in office work has been positive factor for work life balance. It is also observed that where ever there is excess of office hours, there has been increase in field work as well as office work. The work in office and the work in field are negatively correlated which means wherever there is more field work there is less time for office work.

**Table No. 5**  
**Impact of Subordinates Commitment, Higher Ups Support and Recruitment on Work Life Balance (Pearson Correlation Values at 0.01 levels)**

Details	Lack of commitment from subordinates (Score)	support from higher management (Score)	quality recruitment (Score)	Work Life Balance (Score )
Lack of commitment from subordinates (Score)	1.000	.104	-.289	-.119

support from higher management (Score)	.104	1.000	-.141	.407
quality recruitment (Score)	-.289	-.141	1.000	.455
Work Life Balance (Score )	-.119	.407	.455	1.000

It is observed that work life balance has been disturbed because of lack of commitment from subordinates and work life balance has been positively influenced by higher management support and quality recruitment. It is also observed that wherever there is no quality recruitment, there subordinates don't have commitment and they don't have support from higher management as well. Wherever there is support from higher management, there exists the commitment of subordinates.

**Table No. 6**  
**Impact of Latest Methods, Training Facilities, Incentives on Work Life Balance (Pearson Correlation Values at 0.01 levels)**

Details	Encouragement to adopt Latest methods (Score)	Better training facilities (Score)	Incentives for better performance (Score)	Work Life Balance (Score )
Encouragement to adopt Latest methods (Score)	1.000	.900	.716	.873
Better training facilities (Score)	.900	1.000	.774	.884
Incentives for better performance (Score)	.716	.774	1.000	.895
Work Life Balance (Score )	.873	.884	.895	1.000

It is observed that the management encouragement to adopt latest methods, awarding for better performances and better training facilities has encouraged employees to organize their work life balance positively. It is also observed that whoever has got encouragement for adopting latest methods and also have got incentives and better training facilities and vice versa.

**Table No. 7**  
**Impact of Freedom, Group Dynamics, Promotions on Work Life Balance (Pearson Correlation Values at 0.01 levels)**

Details	freedom of ideas implementation	Group Dynamics (Scores)	Regular Promotions (Scores)	Work Life Balance (Score )
freedom of ideas implementation	1	.384	-.070	.621
Group Dynamics (Scores)	.384	1	.787	.826
Regular Promotions (Scores)	-.070	.787	1	.640
Work Life Balance (Score )	.621	.826	.640	1

It is observed that freedom of implementations of ideas, group dynamics and regular promotions are positive factors for work life balance of an employee. It is also observed that there is a slightly negative correlation between regular promotions and implementation of ideas. Group dynamics and regular promotions are positively correlated.

**Table No. 8**  
**Impact of Power, Discouragement, Group Politics on Work Life Balance (Pearson Correlation Values at 0.01 levels)**

Details	Decision Making power (Scores)	Management discourages in failures (Scores)	Group Politics in office (scores)	Work Life Balance (Score )
Decision Making power (Scores)	1.000	-.382	-.083	.754
Management discourages in failures (Scores)	-.382	1.000	.419	-.195

Group Politics in office (scores)	-.083	.419	1.000	-.408
Work Life Balance (Score )	.754	-.195	-.408	1.000

It is observed that decision making power has boosted the chance of work life balance but the factors like management discouragement in failures and group politics in office has been major threats for work life balance.

**Table No. 9**  
Impact of Boss and Colleagues Behaviour on Work Life Balance (Pearson Correlation Values at 0.01 levels)

Details	Good relationship with boss (Score)	appreciation from your boss in well done jobs (score)	Good Attitude of colleagues (score)	Work Life Balance (Score)
Good relationship with boss (Score)	1	.131	.067	.468
appreciation from your boss in well done jobs (score)	.131	1	.242	.626
Good Attitude of colleagues (score)	.067	.242	1	.412
Work Life Balance (Score )	.468	.626	.412	1

It is observed that good relationships with boss, appreciations from boss in well done jobs and good attitude of colleagues are positively correlated to one another which means that there is a positive impact on work life balance. Good relationship with boss has positively correlated with appreciation from boss in well done jobs and appreciation from boss in well done jobs to good attitude of colleagues and good relationship with boss to good attitude of colleagues has positive signs of linked correlation to one another.

**Table No. 10**  
Impact of Higher Ups Values, Motivation, Support of Colleagues on Work Life Balance (Pearson Correlation Values at 0.01 levels)

Details	Professional values higher authorities (Score)	Immediate motivation from authorities (Score)	Good Support from colleagues (Score)	Work Life Balance (Score)
Professional values higher authorities (Score)	1	.698	-.031	.252
Immediate motivation from authorities (Score)	.698	1	.234	.350
Good Support from colleagues (Score)	-.031	.234	1	.629
Work Life Balance (Score )	.252	.350	.629	1

It is observed that the professional behavior of higher authorities, immediate motivation from authorities and good support from colleagues has improved the work life balance of employees. And also it is observed that, where ever there are more professional authorities, there is no support from colleagues and where ever there are more professional authorities, there has been immediate motivation from authorities and wherever there is immediate motivation from authorities, there is good support from colleagues too.

**Table No. 11**  
Impact of Job Enrichment, cooperation from Other Departments and too many Tasks on Work Life Balance (Pearson Correlation Values at 0.01 levels)

Details	Enrichment of Job (Scores)	Cooperation from other departments (scores)	Too many tasks at a time and pressure from authorities (Scores)	Work Life Balance (Score)
Enrichment of Job (Scores)	1	-.007	-.299	.701
Cooperation from other departments (scores)	-.007	1	.607	.038
Too many tasks at a time and pressure from authorities (Scores)	-.299	.607	1	-.038
Work Life Balance (Score )	.701	.038	-.038	1

It is observed that enrichment of job, cooperation from other departments are positive drivers for work life balance while too many tasks at a time from authorities and their pressure on job has been a threat for work life balance.

**Table No. 12**  
Impact of Centralization, Delegation, External Help on Work Life Balance (Pearson Correlation Values at 0.01 levels)

Details	Creation of single touch point at head office (Score)	Tasks will be delegated at the beginning of the year itself (Score)	Data is generated by external consultant (score)	Work Life Balance (Score)
Creation of single touch point at head office (Score)	1.000	1.000	.296	.981
Tasks will be delegated at the beginning of the year itself (Score)	1.000	1.000	.296	.981
Data is generated by external consultant (score)	.296	.296	1.000	.378
Work Life Balance (Score )	.981	.981	.378	1.000

It is observed that centralized reporting system, delegation of tasks in the beginning of the year itself and external consultant help for data generation helped managers to enjoy their work life balance.

It is also observed that where ever there is centralized reporting system, there has been a system of delegating tasks in the beginning of the year and using external consultant for data generation and vice versa.

**Table No. 13**  
Impact of Guidance in Sales Targets, Intermediaries, Competitors on Work Life Balance (Pearson Correlation Values at 0.01 levels)

Details	Guidance in meeting sales targets (scores)	Cooperation from intermediaries (scores)	Good knowledge about competitors (scores)	Work Life Balance (Score)
Guidance in meeting sales targets (scores)	1.000	.237	.256	.304
Cooperation from intermediaries (scores)	.237	1.000	.157	.351
Good knowledge about competitors (scores)	.256	.157	1.000	.677
Work Life Balance (Score )	.304	.351	.677	1.000

It is observed that guidance in sales targets, cooperation from intermediaries and good knowledge about competitors are positive factors for work life balance and all the factors are related to one another positively.

**Table No. 14**  
**Impact of Meetings, Niche Marketing and Recognition on Work Life Balance (Pearson Correlation Values at 0.01 levels)**

Details	Constant meetings with intermediaries (Score)	High tech niche marketing (score)	Your efforts are recognized irrespective of results (score)	Work Life Balance (Score)
Constant meetings with intermediaries (Score)	1.000	-.739	-.472	-.357
High tech niche marketing (score)	-.739	1.000	.094	.448
Your efforts are recognized irrespective of results (score)	-.472	.094	1.000	.390
Work Life Balance (Score)	-.357	.448	.390	1.000

It is observed that there has been positive work life balance where ever there is recognition of efforts irrespective of results and hitech niche marketing and it is negatively resulted when ever there are too many meetings. Where ever there are too many meetings held, there is no recognition of efforts and as well no hitech marketing. Wherever there is hitech niche marketing, there is recognition of efforts irrespective of results.

The findings, suggestions and conclusions of the above research data have been presented below-

#### Findings:

1. The factors like Centralized reporting system, pre-informed tasks, management encouragement in awarding the performance by giving incentives, proper training facilities have positively helped for work life balance.
2. The factors like Long duration of travel time and too much of waiting time for customers have been core issues that have disturbed the work life of an employee. It is found that the more the travel the less the work life balance being enjoyed.
3. It is observed that long duration of office hours and more field work have been a hindrance for work life balance. It is observed that more time in office work has been positive factor for work life balance.
4. It is observed that where ever there is excess of office hours, there has been increase in field work as well as office work. It is observed that the work in office and the work in field are negatively correlated.
5. It is observed that freedom of implementations of ideas, group dynamics as well as regular promotions are positive factors for work life balance of an employee. It is observed that decision making power has boosted the chance of work life balance
6. The factors like management discouragement in failures and group politics in office has been major threats for work life balance.
7. It is observed that good relationships with boss, appreciations from boss in well done jobs and good attitude of colleagues has helped in their work life balance.
8. It is observed that enrichment of job, cooperation from other departments are positive drives for work life bal-

ance Too many tasks at a time from authorities and their pressure has been a threat for work life balance.

9. It is observed that centralized reporting system, delegation of tasks in the beginning of the year itself and external consultant help for data generation has helped employees to enjoy their work life balance.
10. It is observed that guidance in sales targets, cooperation from intermediaries and good knowledge about competitors are positive factors for work life balance. Where ever there are too many meetings held, there is no recognition of efforts and as well no Hitech marketing.

#### Suggestions:

1. Geographical work areas should be designed in such a way that the distance travelled by employees between customers to customers is reduced.
2. Field managers may take pre appointment from the customer and they should attend the customers in appointed time.
3. Authorities may give relaxation of office hours to those who work in field than those who work in the office.
4. Qualitative people may be recruited in qualitative method and impart team work in them to coordinate one another. Better Training Facilities may be provided to employees.
5. Executives may be supported in time whenever they require.
6. Group Politics may be well controlled in the office
7. Employees may be encouraged in failures with proper guidance for success.
8. Higher authorities may have good relationship with their employees and appreciate when it is required
9. Too many tasks may be avoided at a time rather assign work after work
10. It is advised to conduct meetings only when it is required.

#### Conclusion:

It is concluded that some of the factors have positively influenced the work life balance while some of them has been a threat for work life balance. A few factors have shown a slight impact on work life balance. The Centralized reporting system has reduced the pressure on employee and pre-informed tasks has helped them to plan in the beginning of the year and management encouragement in awarding for performance by giving incentives which increases morale of the employee, proper training facilities to excel in their jobs.

Allowing the employees to adopt latest methods which reduced stress on employee, excellent group dynamics, enjoying decision Making power which helps instant problem solving in crisis, enjoying job enrichment and regular promotions, good awareness of competitors, good support from colleagues, appreciation of boss and freedom to implement ideas are highly influencing the employees to concentrate without stress on job as well as on family life.

There are few factors which are slightly influenced the work life balance of pharmaceutical employees like good relationship with Boss, Quality recruitment, High tech niche marketing.

There two factors that has badly damaged the work life balance of an employee i.e very long duration of travel time and too much of waiting time for customers. These factors have been core issues that have disturbed the work life of an employee. There are some factors which are negatively correlated and that have influenced the work life balance negatively.