CHAPTER 6

CONCLUSION

The following Implication, conclusions and direction for future research are drawn based on the study.

The study of medical sales representative setting is highly characterized by the work role and family role of the respondents by the increasing changes in culture and corporate life. The increased potential in the pharma market and the growth of economic conditions of living has given an impetus to the importance of research findings. Understanding the commitment in the workplace has the potential to make the medical sales representatives happier and more productive in their task. The identification of the representatives with their organization can create a larger impact that can be a driving force in performance, representatives’ well-being and the resilience of both the work and family during times of change.

6.1 IMPLICATION OF THE STUDY

This study has several implications for work-family balance as the research outcome from interaction between conflict and enrichment with its mediating variable satisfaction. This study has established a kind of relationship between work-family enrichment and satisfaction, and how these variables help promote organizational commitment among MSRs.
Besides, this study has built a new structure of the relationship between work-family balance and work-family conflict, work-family enrichment, work-family satisfaction and organizational commitment of the MSRs.

The findings also have implications for organizational contexts. Work variables such as the number of work hours, support of family, support of peers and role stress were found to be important in predicting work-to-family conflict and enrichment. Based on these findings, the management can frame policies such as flexi-time, paternal leave to increase the enrichment among the employees and reduce their conflict.

From the field of human resource development (HRD) this study has established an additional insight into work-family balance of MSRs and its relations with other study variables. This study concerted several theories and assumptions of various researchers in this field to derive the model for the study.

By testing the importance of work-family balance to an individual employee, new insights emerged regarding the work-family arrangement in general and in specific. This study utilized the constructs of work satisfaction and family satisfaction as mediating variables between conflict, enrichment and balance, the factor that had not been well explored in learning. These mediating constructs have proven to have influence on the respondents’ decision in enhancing work-family balance and organizational commitment with the present employers. Understanding work-family balance, conflict, enrichment and satisfaction provide value to family and work domain and it is crucial to understand how these constructs help motivate MSRs to remain committed to their present job.
The Indian pharmaceutical company employing MSR’s can give more importance to the employee satisfaction in job and for their better management of work and family responsibilities as this increases the commitment of employees towards their job and organization. When employer tries to support, enrich and satisfy the employee in his work and family it reflects in his commitment towards the organization.

Finally the findings can also be applied to clinical implications for mental health professionals who are experiencing adjustment problems associated with work-family conflict. Therapists should differentiate between the two directions of work-family conflict and work-family enrichment among the patients to understand their problems by identifying unique and shared areas of stress, conflict, enrichment and satisfaction which result in both negative emotions and positive emotions.

6.2 DIRECTIONS FOR FUTURE RESEARCH

Further research is needed to look at how men’s and women’s experiences may differ with regard to work-family balance. It could be helpful to explore further the variables that may differently affect men’s and women’s experience of work-family balance.

Future research would benefit from using more specific measure that addressed support from family, friends, supervisors and society for simultaneously managing work and family roles. Another way to deepen our understanding of role meaning is to explore how they are developed in terms of one’s cultural background.

Further research can be considered applying qualitative approach to develop an initial understanding of the variables associated with work-family balance. Since quantitative analysis could not provide a more in-depth
analysis of the phenomena to know about the attitudinal changes of MSRs regarding work role related perceptions, family role related perceptions and role pressures from work and family domains, qualitative research could be an effective approach in the situation.

A future study might replicate this study with different categories of people. In addition, a study might apply the same conceptual framework to different populations within the state and outside, to understand the difference that exists among each group of people.

The current model accounts for approximately 63% of the variability in work-family balance, it is important to acknowledge that there may be other factors that cause individuals to get balanced with their work and family. A few factors include organizational variables, such as the size of the organization or unit, organizational commitment, fringe benefit, job satisfaction and individual difference variables, such as job tenure etc.

6.3 RECOMMENDATIONS

Based on the findings, the following recommendations for the practices are proposed:

MSRs should work with their heads to set up goals and establish mutually agreeable priorities for work activities and job performance to avoid more of work-family conflict.

In the present era, many mid-sized or large companies offer counseling program to help employees to deal with work-family balance. However, counseling is not often recommended based on employees’ daily work-life struggles unless there are visible issues such as stress and conflict. Knowledge of the research on factors affecting the work-family balance can potentially provide empirical support for efforts by counselors, academicians
and others as they advocate for shifts in the organizational culture and its supportive policies.

Education and training can be offered with the outcomes of research work to enable the employee to concentrate and be aware of the factors which increase satisfaction and reduce stress. However, there are no specific programs designed to address work-family conflicts in the workplace which can be considered in future to implement effective educational programs on work-family balance to increase the skills of maintaining balance at both work and family at the same time increasing their performance.

From the findings, it would be identified that working hours are really too long, so the associations and the organizations should try to reduce their working time by properly fixing the daily work targets which are achievable within a day.

HR managers could apply knowledge of factors associated with reduced stress and positive perceptions of work-family balance to their counseling and practice. And they could also frame policies which would support them in maintaining work-family balance and increase the employees’ commitment to the organizational task. Social workers can also address issues of work-family balance with their clients in a variety of contexts and settings: as counselors, educators, evaluators, liaison officers, administrators, and policymakers which would enable them to have balanced life.
6.4 CONCLUSION

The primary focus of this research is to examine the level independent variable employed in the study with the intervention of mediating variables. Moving towards answering all the research questions and hypotheses, the study has been designed to examine the relationships of its exogenous and endogenous variables. Work-family satisfaction was examined as the first mediating variable and how this mediating variable influenced the MSRs to make decision on their work with the organization. Our findings suggest the importance of the work-family balance in MSRs’ life to achieve their goals. A deeper understanding of the work-family arrangement will not be fully utilized until researchers devote as much energy and attention to pertinent factors like satisfaction, enrichment and conflict.