CHAPTER 1

INTRODUCTION

1.1 GENERAL

The global trend of increased labour force participation, coupled with the prevalence of dual-earner and single-parent families, has precipitated considerable research interest in these emergent family forms to manage their work and family responsibilities by Samuel et al (2005). Over 37 years ago, (Kanter 1977) first spoke about the “myth of separate worlds” and called attention to the reality that work and home are inexorably linked. The unfolding changes in the composition of the workforce together with the growing proportion of workers in non-traditional family forms have focused heightened attention on the conflicts faced by employed men and women in balancing the competing demands and responsibilities of work and family roles by Parasuraman & Greenhaus (1999). Work and family constitute the dominant life roles for most employed adults in contemporary society. Thus, employed men and women are increasingly concerned about managing the conflicts experienced in fulfilling the dual demands and responsibilities of work and family roles. Juggling various roles with grace at home and office, almost 65 percent of working Indian attach utmost importance to work-family balance, while 42 per cent of the male respondents considered this factor to be crucial. The survey also found that a lot more women (72 per cent) than men (58 per cent) either turn down or do not pursue an otherwise desirable job for fear of disturbing this work-family equilibrium. Almost 65 per cent of the Indian respondents said they had turned down jobs for this reason. India has ten of the thirty fastest-growing urban areas in the
world and is likely to move 700 million people to cities by 2050 (Goldman Sachs, 2003). Furthermore, India’s GDP per capita is expected to quadruple and surpass the USA by 2043 (Goldman Sachs, 2003). India’s rapid economic growth even in the midst of a world recession has given rise to a burgeoning urban middle class which is expected to grow from about 5 percent of the population (50 million) to 40 percent (580 million), creating the world’s fifth largest consumer market (McKinsey Global Institute 2007). Higher incomes and urbanizations are likely to have a significant impact on family structures in India. In particular, distribution of work and family roles along gender and class lines is likely to experience major shifts (De Solva 2006). Within this backdrop, it is critical that organizations in India start paying serious attention to balancing the work and family lives of employees. Although a slew of studies in recent years have highlighted HR issues in the Indian context, a few studies have exclusively focused upon work and family issues in India (Ujvala Rajadhyaksha 2011). It seems reasonable to consider that most people strive toward experiencing happy, healthy, and productive family and work lives.

Work is an extremely important component of people’s lives and health. The ability for people to do work represents a multitude of benefits including, for example, an opportunity to earn one’s livelihood, to provide for the family, to contribute positively and meaningfully to society, and to satisfy one’s own drive for achievement. Such work-related outcomes tend to have a very positive impact on people’s outlook on life and overall health status. At the same time, work can create stress due to the difficulty of the tasks involved and the deadlines associated with the tasks. Both these positive and negative spillover effects of the work in which employees are involved are directly associated with the family life of employees. Whereas work life can affect family life, the opposite also is true. Family-related experiences can impact work in both positive and negative ways (Nico Pronk 2005).
Moreover, the transition of gender inequality and gender roles away from traditional to modern gender role expectations has been observed to constitute cultural universals that affect the work-family interface (Watanable et al 1997). To optimize the likelihood that employees can have both, the work-family interface needs to be in balance. The work-family interface is most often described as the intersections of social roles that are associated with these two domains of life. It may seem relatively obvious that achieving a balance between these two life domains represents an ongoing and dynamic effort. The result of such efforts is a dynamic balance that involves coping with conflict, stress, or strain, both within the context of family life as well as work life. Another way of looking at this is to consider work-family balance the result of successfully dealing with work-family conflict (Nico Pronk 2005).

Despite the organizational consequences of work-home interdependence, employers have not been quick enough to recognize the severity of the situation or to respond in a constructive manner (Hall & Richter 1988). “Balance” between work and family lives, a much sought and claimed state of well-being to handle multiple responsibilities, has become a critical factor for bringing individual and organizational success (Sanghamitra 2009). At the most basic level, an organization needs to expand its conception of what a “successful” employee is? Work-family researchers have successfully encouraged organizations, families and individuals to recognize the importance of tending to their needs for balance. In terms of understanding the intersection between work and home role, (Greenhaus & Beutell 1988) suggests that we need to examine relationships between the characteristics of a job and the permeability of the boundary between the job and an employee’s family life. In this regard, a good place to start such an endeavor is to try to identify how do individuals construct the meaning of work and family life. The Work-family balance has always been a concern of
those interested in quality of working life and its relation to a boarder quality of life.

1.2 GLOBAL VIEW OF WORK-FAMILY RESEARCH

Even though the global economy has undergone a major financial and economic crisis, with another weakening in GDP growth since late 2010, work-family balance remains a central issue for employed parents and employers alike (World of Work Report 2011). Pressures from an increasingly competitive work environment are leading to conflicting priorities for employers and governments creating considerable stresses for employees trying to “juggle” work with family responsibilities. Since the 1970s, governments have tried to respond to work-care challenges, with varying success, by introducing specific policies/strategies and new benefits. The private sector has also made adjustments, and in some cases, provided a testing ground for small-scale innovations (Maitland & Thompson 2011). Similarly intergovernmental bodies such as the International Labour Organizations have formulated significant protective frameworks, including two major conventions relating to work-family balance. The ILO Workers with Family Responsibilities Convention (No. 156) and Recommendation (No. 165) in 1985 stipulate that the full exercise of the right to work implies that family responsibilities cannot constitute cause for discrimination or restrict access to jobs (ILO, 2011). The instruments recommend that States implement policies ensuring more equal distribution of care responsibilities. However, many workers in the informal sector are not protected by existing legal or regulatory frameworks and a number of countries have eased regulations to lower the costs to employers of hiring and firing and/or introducing new work arrangements (ILO, 2006) leading some commentators to call for “raising the global floor” (Heymann & Earle 2010). Other NGOs and grass roots activists are promoting a fundamental re-think and societal
resetting in the balance of work and family life, for example a transition to a 21 hour week for all. Whatever may be their position an increasing number of stakeholders are recognizing the importance of finding more effective solutions to managing the distribution of paid work and family care time (Margaret O’Brien 2011).

**United States:** According to a study by Harvard and McGill University researchers, the United States lags far behind nearly all wealthy countries when it comes to family-oriented workplace policies such as maternity leave, paid sick days and support for breast feeding. Jody Heyman, founder of the Harvard-based Project on Global Working Families and director of McGill’s Institute for Health and Social Policy, states that, "More countries are providing the workplace protections that millions of Americans can only dream of. The U.S. has been a proud leader in adopting laws that provide for equal opportunity in the workplace, but our work/family protections are among the worst”. According to the Center for American Progress, 90 percent of working mothers and 95 percent of working fathers has reported work-family conflict (Williams 2010).

**European:** In a 2007, the European Quality of Life Survey found that countries in south-eastern Europe had the most common problems with work-life balance. In Croatia and Greece, a little over 70% of working citizens say that they are too tired to do household jobs, at least several times a month because of work (Ergoweb 2010).

**Mexican:** Separation from family and community is among the most commonly reported stressors among Mexican workers in the USA (Mesmer-Magnus 2005). This, together with the fact that most Mexicans come to the USA to find work to secure a brighter future for their families (Chavez 1992), highlights the reality that immigration, whether it is across the state or international, is quintessentially a work-family issue. That voice,
although representing a small segment of the overall workforce, captures the essence of the work-family interface: work, for many adults, is a functional means to an end because it provides the support for family survival and growth (Kanter 1977). There is a lag between the challenges of pursuing paid work and the benefit gained for families. This lag is eminently clear among Mexican workers.

**Australia:** The study of an Australian employee tested the theory that experiences from work and family can positively benefit employees and lead to positive influences. They found that work–family positive spillover was linked to lower psychological distress and turnover intentions; whereas family–work positive spillover was linked to lower psychological distress and higher family satisfaction. These observations are important for organizations battling work–family issues, because they show that experiences from the work and home can improve outcomes, both inside and outside the workplace, a notion previously untested in the region (Haar Bardoel 2007). The Australian Council of Trade Unions (ACTU) spearheaded the ‘Work and family campaign’ in 2006, which advocated work–family balance and better conditions for working families through the Family Provisions Case. In 2008, the ACTU started calling on the Australian federal government to endorse and implement the International Labour Organisation’s Resolution 183 on paid maternity leave (Haar Bardoel 2007).

**Malaysia:** Malaysia offers an ideal setting for the study of work-family issues in non-western context. This is because the country is also experiencing changes in the workforce composition as in the west, nevertheless, some traditional values such as different gender roles are still prevalent in the society (Noor 2008) this poses a potential challenge for Malaysian to combine work and family, particularly for women. A study conducted on 951 female adults in Malaysia (Noor 2008) has shown that not all women accept an equal
sharing of household responsibilities between husband and wife’s. As a result, statistics show that the majority of women in the labour force are combining work and family roles.

1.3 TRENDS IN WORK-FAMILY RESEARCH IN INDIA

The first salute of the thought process on work-family balance goes to government law makers, who have formed the path of balance, by introducing various policies and laws that address work and family concerns. These include the Maternity Benefits Act of 1961, which provides 12 weeks of fully paid leave for childbirth and care, the Factories Act of 1948, which requires employers to provide child care facilities to their employees for children below the age of 6. The first studies on work and family research within the Indian context came during the mid-1970s. In the 1970s, the work-family research in India was mainly concentrated on women’s studies centers; it focuses on underprivileged women and how the structures of patriarchy contribute to their subordination at work and home. Few other studies of research, conducted largely from a role theory perspective within departments of psychology, sociology and management, have examined work-family relations with them.

International Women’s Year 1970s declared it as the Women’s Decade led to establishing women’s studies centers across the country to release the first ever Report of the Committee on the Status of Women in India. A favorable outcome of this report was more research dedicated to issues relating to women and work and family issues (Jain et al 2003). A large number of studies described the appalling working conditions for women in different sectors of the economy and discussed the organization of family relations that subjugated women at home (Krishna Raj 1983). Since working women were new to the Indian society during this decade, a majority of these studies were concerned with the status of and perceptions toward working
women, stresses of balancing work and home duties and its impact on the psychological well-being of women (Bharat 2000).

The next decade 1980s to 1990s addressed the deficiency of male respondents in work and family studies. As there was also a corresponding increase in the number of working couples in urban areas, a slew of studies focused upon working couples and explored gender differences in attitudes toward enactment of work and family roles and the husbands’ perspectives to the studies (Ramu 1987). Some studies also included perspectives of underprivileged segments of the Indian society, such as Dalit women (Rege 2000).

The decade of the mid-90s to mid-2000s was marked by liberalization of the Indian economy, and work-family research in India continued to develop against this backdrop. Women’s studies extended its focus to examining the impact of globalization on female workforce participation (Sonpar & Kapur 2001). Research from a psychosocial perspective began to distinguish between career and job-oriented women (Parikh & Shah 1994, Rajadhyaksha 1997, Pande 2000) and discussing the possibility of transitioning men’s roles. Studies also expanded their focus to examining the impact of globalization on female workforce participation (Sonpar & Kapur 2001).

In between 1995 to 2005, Information technology-enabled services, call centers and software sector boomed in India. Many organizations have consequently adopted work practices from the west. Workplaces began to offer services traditionally associated with the family and non-work domain within their premises such as gymnasiums, day care facilities, laundry facilities, canteen facilities, even futons to sleep on if you felt like a nap (Uma Devi 2002). Although the IT sector was meant to enable working women to balance work and family responsibilities, in reality, IT organizations ended up
neglecting family time. As the motivation to offer family friendly measures was more to imitate what was done in the developed world, a number of incentives offered were pared down during economically difficult times (Poster & Prasad 2005).

Aryee et al (2005) and Lewis & Cooper (1999) state, changing economic trends, demographic shifts, technological advances and competitive forces have made the work-life balance a pertinent area of concern to scholars, individuals and organizations across the globe. This same condition was also felt and quoted in the study made by Baral & Bhargava (2011).

1.4 INTRODUCTION TO CONCEPTS

Work–family balance is inconsistently defined, despite widespread academic and applied interest. Historically, and most frequently, researchers view work–family balance as the absence of work–family conflict, or the frequency and intensity in which work interferes with family or family interferes with work. Clark (2000) and Kirchmeyer (2000) have defined work–family balance as “the extent to which individuals are equally engaged in and equally satisfied with work and family roles”. The fundamental issue raised here is whether work–family balance is a psychological or social construct. By claiming that work–family balance is “inherently in the eye of the beholder,” Greenhaus & Allen (2006) situate balance as a psychological construct. However, the work and family is balanced if an individual is satisfied and feels “effective” in both domains but this satisfaction and appraisal of effectiveness are at the expense of another. Grzywacz & Carlson (2007) suggested a definition of work–family balance: ‘accomplishment of role related expectations that are negotiated and shared between an individual and his/her role related partners in the work and family domains’. By studying the constituent’s elements, researchers can develop a comprehensive understanding of how to promote
work-family balance and how to use it as a strategic tool for accomplishing desired organizational goals (Greenhaus & Allen 2006). HRD researchers study work-family balance by measuring experiences of work-family conflict and work-family enrichment (Tetrick & Buffardi 2006). Grzywacz & Carlson (2007) has also recommended the use of measures of work-family conflict and work-family enrichment (i.e., facilitation, enhancement) for investigating and assessing the experience of work-family balance. Based on these assumptions the researcher has taken work-family conflict and work-family enrichment to characterize the work-family balance in the present study.

Traditionally, researchers have assumed a “win-lose” relationship between work and family focused on work-family conflict, based on the belief that individuals have limited time and resources to allocate to their many life roles. **Work-family conflict, as defined by Kahn, is a form of interrole conflict in which the role pressure from the work and family domains are mutually incompatible in some respect.** That is, participation in the work (family) role is made difficult by virtue of participation in the family (work) role (Kahn & Long 1988). Kopelman et al (1983) defined the interrole conflict as the extent to which a person experiences pressures within one role that are incompatible with the pressures that arise within another role. Greenhaus & Beutell (1985) identified three types of antecedents or source of the work-family conflict, which are time-based conflict, stress-based conflict, and behavioral-based conflict. Among the three antecedents of given by (Greenhaus 2003) the researcher of the present study has taken into consideration only stress based conflict. Stress or strain -based conflict exists when stress in one role affects one’s performance in another role. The roles are incompatible in the sense that the strain created by one makes it difficult to comply with the demands of another. Several studies have linked work-family conflict with role stress (Anderson 2002 and Frone 2003). Frone (2000) found that job stress increased work-to-family conflict where as family
stress increased family-to-work conflict. He examined the relation between stress and conflict and also found that work role stress increased work-family conflict which in turn led to greater job distress. **The role occupant performs certain functions in the organization in response to his/her role expectation (Pareek 2003). The concept of organizational role has in-built potential for stress. Stress from occupation of an organization role and performing therein, is known as Organizational Role Stress (ORS). Therefore the study focuses on organizational role stress of sales executives as associated with stressful life events and coping resources. Organizational role is a position assigned in the organization, which is defined by the expectations of the concerned group of people. Frone et al (2003) model contributed greatly to our understanding of the stress-related consequences of work-family conflict, but also left room for the examination of the work and non-work related consequences of the construct. Work-family research has long been guided by the role stress theory, wherein the negative side of the work-family interaction has been put under the spotlight. Recently, the emphasis has shifted towards the investigation of the positive interaction between work and family roles as well as and scholars have started to deliberate on the essence of work-family balance (Judge & Bono 2001).

Although role conflict and stress are possible psychological outcomes of participating in multiple roles, another potential psychological consequence of participating in multiple roles is enrichment. The enrichment perspective that has begun to emerge in the work-family literature is based on the premises that roles provide individuals with psychological resources than can be beneficial to them in other life roles (Ruderman 2002). The construct “work-family balance” is a more positive way of viewing work-family relationship. It is consistent with the emergence of a new stream of research being promulgated by such writers as Greenhaus & Powel (2006) on work-family enrichment, the idea that work and family can also enrich and
complement each other. **Work family enrichment refers to “the extent to which experiences in one role improve the quality of life in the other role”** (Greenhaus & Powell 2006). It has also been defined as “the extent to which participation at work (or home) is made easier by virtue of the experiences, skills, and opportunities gained or developed at home (or work)” (Frone 2003).

Support from members of one’s family can be a source of strength when dealing with demanding job challenges. (Crouter 1984, Grzywacz & Marks 2000, Kirchmeyer 1992). In exercising family-friendly benefits, employees would often seek emotional and instrumental support from family, supervisors, or coworkers/peers to help them deal with incompatible work and family demands (Ray & Miller 1991). Research has suggested that the perceived likelihood of receiving coworker support might be as important as actual support in the reduction of work-family conflict and increase work-family enrichment (Aycan & Eskin 2005). Therefore, the researcher of the present study has taken into consideration the work support and family support as antecedents of work-family enrichment to test its impact. **Family support is defined as a support for non work-related experiences from family and friends (House & Wells 1978). Work support is defined as a support for work-related experiences from family and friends (House & Wells 1978).** Working in an enriched job and having a supportive work environment, such as support from supervisors, promoted personal, emotional and intellectual development that can facilitate functioning of another domain (Carlson et al 2006). It has been found that once supervisors were interested in aiding in the resolution of employees’ work or family related problems, employees would tend to experience less work-family conflict (Karatepe 2006 & Kilic 2005). Supervisory support is a kind of interpersonal relationship between a supervisor and subordinate in the form of informational support, material support and emotional support in order to improve the subordinate’s
work motivation, performance and/or work effectiveness (Banthumnavian 2000). In accomplishing work i.e, family-facilitative coworker instrumental support may include covering/swapping job duties or shifts, providing missed materials or information to a coworker attending to a family matter, or backing up a coworker leaving work to attend to a sick child (Mesmer-Magnus 2008). All these supports contributed to family satisfaction.

Family supportive work environment have been shown to be associated with greater levels of benefit usage, family and job satisfaction and organizational commitment. Greenhaus & Allen’s (2006) definition of work–family balance is compelling; however, it overemphasizes individual satisfaction in work and family. Clark (2000) defines work-family balance as “satisfaction and good functioning at work and at home, with a minimum of role conflict”. Work satisfaction is “an internal state that is expressed by affectively and/or cognitively evaluating an experience job with some degree of favour or disfavour” (Brief 1981). Job satisfaction is one of the most frequently examined work-domain consequence of employees family interface work (Crouter et al 2005). Most of meta-analytical studies found that individuals with high levels of conflicts between work and family roles tend to be less satisfied with their jobs. According to (Allen 2000) the correlation coefficient between work-family conflict and job satisfaction was negative, whereas (Wiley 1987) has found that work-family conflict had no significant correlation with job satisfaction. Bedeian et al (1988) showed that work interface family is positively associated with job satisfaction. Work satisfaction is an important work related attitude among sales people. Satisfaction with the job is directly related to organizational commitment (Lent & Brown 1994). Family satisfaction is defined as the response to present family functioning as compared with an individual’s inner sense of what is desirable (Olson 1986). Studies have reported that people who report greater work-family enrichment were more likely to report higher job
satisfaction and family satisfaction (Aryee et al 2005). Hanson et al (2006) emphasize that a transfer of positive valence affect, skills, behavior, and values promotes better role performance. Work-Family Enrichment has been shown to be associated with greater levels of family satisfaction, job satisfaction and organizational commitment (Hanson et al 2006).

Organizational commitment has been conceptualized as the strength of an employee’s identification with and involvement in a particular organization. Mowday et al (1982), suggest that organizational commitment is characterized by a strong belief in and acceptance of organizational goals and values, a willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership in the organization (Mowday et al 1982). What has not been explored adequately is the link between employee value of work-family practice and organizational commitment. Thus the question arises: to what extent does the value employees place on work-family practices relate to their feelings towards the organization? Therefore the researcher has also included organizational commitment in this study to bring out the impact of work-family balance on commitment. In this study we examined commitment as a multi-dimensional construct. Meyer & Allen (1993) asserted that affective, continuance and normative organizational commitments could be experienced simultaneously to varying degrees. Affective commitment refers to the emotional bond an employee has with an organization and is formed by personal characteristics and work experience (Mowday et al 1982). Continuance commitment refers to the perceived cost of leaving an organization due to accumulated investment or 'side bets' in the organization. Normative commitment refers to the felt obligation to remain with the organization either because of felt beliefs in being loyal to one's employer or through an obligation to reciprocate for benefits gained (Meyer et al 1993). Meyer et al (1993) found job satisfaction significantly and positively associated with affective and normative commitment, but
significantly and negatively related to continuance commitment. According to Harr & Bardoel (2007), in his study on examining commitment as a multi-dimensional construct, that continuance commitment is relatively insignificant in regard to work-family practices. However, exploring affective and normative commitment separately is relevant in that they have differing relationships with work-family practices.

1.4.1 Significance of Work-family Balance in Corporate Environment

For employers it is important because they benefit from having a more motivated, productive and less stressed workforce resulting in:

- Make employees feel valued
- Attract a wider range of candidates, such as older part-time workers and careers
- Increased productivity
- Reduced absenteeism
- Reputation of being an employer of choice
- Retain valued employees
- Reduced costs
- Maximized available labour.

1.4.2 Employees Benefit from being Happier at Work and at Home

- Develop a greater responsibility and a sense of ownership
- Have a better relationship with management
- As a result of improved self-esteem, health, concentration and confidence
● Show loyalty and commitment
● Problems are not to be carried from home to work, and vice-versa
● Time to focus more on life outside work
● Have a greater control of their working lives.

1.5 PHARMACEUTICAL INDUSTRY AND PHARMA PROFESSION

The Indian pharmaceutical industry currently tops the chart amongst Indian’s science-based industries with wide ranging capabilities in the complex field of drug manufacture and technology. A highly organized sector, the Indian pharmaceutical industry is estimated to be worth of $4.5 billion, growing at about 8 to 9 percent annually. It is ranked very high amongst all the third world countries, in terms of technology, quality and the vast range of medicines that are manufactured. It ranges from simple headache pills to sophisticated antibiotics and complex cardiac compounds almost every type of medicine is now made in the Indian pharmaceutical industry. Moreover, the increasing population of the higher income group in the country will open a potential US$ 8 billion market for multinational companies selling costly drugs by 2015. As seen in Figure 1.1, the domestic pharma market is estimated to touch US$ 20 billion by 2015, making India a lucrative destination for clinical trials for global giants. The Figure 1.1 shows the percentage of growth from 2005 -2015. Compared with Japan, France, US and China, it is clearly proved from the chart that India stands in the first place among the remaining countries. Further it estimates the healthcare market in India to reach US$ 20 billion by 2020.
Pharmacy profession has a large socio-economic importance to the Indian economy. In India pharmaceutical industry is among the future economy drivers. It is committed to deliver high quality drugs and formulations at an affordable price, so that a majority of people can afford them. Thus, today's pharmacy professional is a "drug expert" in the real sense. The transformation of the sector from conventional pharmacy to drug experts, which is both desired and necessary to reach the global standards, has already made commendable progress. The profession of pharmacy has transformed into a hub for the "Global Healthcare" and evolved as a multidisciplinary, multifaceted curriculum. India is emerging as the hub for collaborative research, co-development and co-marketing. The Indian pharmaceutical industry is a success story providing employment for millions and ensuring that essential drugs are available at affordable prices are available to the vast population of this sub-continent.

Medical sales representatives are a key link between pharmaceutical companies and medical and healthcare professionals. They
work strategically to increase the awareness and usage of a company's pharmaceutical and medical products. They also promote products to different organizations, and Government as well. Based in a specific geographical location they usually specialize in a particular product or medical area viz. Cardiovascular division, Diabetes division, Gynecological division, Psychiatric division etc. They may also make presentations and organize group events for healthcare professionals, as well as work with contacts on a one-to-one basis. The Pharma sales and marketing is highly technical field which offers excellent opportunities for the pharmacy graduates. A pharmacy professional starts their career in sales and marketing as Medical Representative and go up to the levels of District Manager, Area Manager, Regional Manager and Manager- International Marketing & Exports (http://www.pharmainfo.net).

Work mobility is indeed one key dimension that characterizes the work of sales representatives. Such mobile workers spend most of their working time out of their office, interacting with customers and attempting to bring new orders to their companies. Therefore the sales representatives have to operate in a highly mobile and heterogeneous work environment. Apart from the difficulties in mobility, the sales representative’s daily meet with several challenges such as meeting with the general practitioner gets cancelled at the last minute due to unpredictable circumstances that might make the doctor not available for the meeting. As a result, if the meeting is cancelled the sales rep moves to the next sales visit scheduled for the day and waits with the frustrating feeling that he/she will not meet the quota of five sales visits of the day. Second challenge would be prior to each sales visit, the reps review the content of the previous meetings held with the doctors and try to gain new information not mentioned in previous meetings that the doctor may find helpful and interesting. Third problem categorized people’s mobility into three types: travelling, visiting and wandering. Travelling is the process of
going from one place to another using some means of transport such as car or train. This kind of mobility refers to the mobility of people in a vehicle. Wandering is extensive local mobility in a local area. Visiting is spending time in one place for a certain time before moving on to another place. The visiting type of mobility refers to the process in which people spend time in a place on a transitory basis before moving on to another place. The work of medical sales reps exhibits all the above three modalities of mobility with utmost challenges. A further difficulty that sales reps face during their sales visits is the need to adapt to the questions and issues that General Practitioners (GP) may raise. Indeed, to be effective during the sales call they need to demonstrate knowledge and assertiveness with regard to the various questions raised by the GP. During the sales visits Parma’s reps face the situation in which the GP asks questions for which they do not have the answer. In such cases the reps would make a commitment to the GP about a date when they can supply the required information. They first make sure that they record the question(s) so that they will not forget the GP’s information requests and then try to figure out. Beyond all this, is the challenge of achieving work-life balance which is very difficult for them as they have to accomplish work-related activities which they were not able to do during the day at home is used at the expense of their leisure and family time (Chihab BenMoussa 2012).

As the pharmaceutical industry is growing day by day, the need for the pharmaceutical sales representatives is also increasing simultaneously. The pressure of achieving targets is transforming the nature of job which eventually results in the job induced stress among pharmaceutical sales representatives. Pharmaceutical sales representatives are those cadres of people who are mainly involved in the sales promotion of the drugs or pharmaceuticals, who face the various challenges, discussed above which force them to undergo many stressed condition. It is evident by a research that
pharmaceutical sales representatives are at increased risk of ill health due to the nature of their work (Scott 2003). Previous researches also indicated that pharmaceutical sales representatives are exposed to long working hours, prolonged driving and manual handling of the promotional materials (Tander et al 2007). All the above factors may lead to the job stress among pharmaceutical sales representatives. One of the studies confirms the presence of job stress among pharmaceutical sales representatives and the noticeable responsible factors was unsupportive colleagues, work overload & continuous pressure for improved performance (Kang 2005). Bhagwandas (2012) from his research has identified that almost 56% of pharma sales representatives have felt under pressure and have some form of stress. The main reason for stress are found to be dissatisfaction with job profile (59%) and working hours (60.35%), continuous pressure for improved performance (69%) and conflicting demands between work and home (75%). Findings also reveal that they have to leave their family and stay away from the home which also results in lack of concentration in their work and the poor performance in job. There is no such policies regarding their travelling and they have to travel a lot which increases the accidental risk while travelling, Pharma sales representatives are more prone to accidents (Scott & Karen 2003). They have to work a lot because of which they are getting very less time to spend with their family and friends which is an important reason that they get stressed with their job. Eventually, the inflexibility and unpredictability of the working hours synergize those conditions in which subjects are not able to get their meals regularly which leads to various adverse effects on their health and emotional status which in turn leads to stress because of their poor health. Most of the people are earning good money in spite of this but their job is considered as a work of low social value which leads to a kind of emotional stress (Bhagwandas 2012).
1.6 NEED OF WORK-FAMILY RESEARCH FOR MEDICAL SALES REPRESENTATIVES IN TAMIL NADU

High competition among the firms make the managers of pharma industry to exert a pressure among their employees to achieve a desired turnover, profit for their sustenance. The stress thus accumulated due to work pressure from the managers at the top level management can only be displaced on the executive level employees. This can be either as a heavy work target or tight work hours which may create stress so that they cannot balance their normal family life. It is worth to say that, where there is a life, there is a stress. Most people perceive stress either in a “physiological” or “psychological” way. They never knew that stress in the long term may affect their quality of work life balance (Vigensh 2012).

The problems of Medical representatives can be visualized through this article which was published in “The Hindu” dated November 01, 2007. The secretary Mr. O.G. Omprakash, of the Medical association’s Madurai East Unit, has said that medical and sales representative had decided to launch State-level demonstration for their demands. “Medical representatives should have only eight-hour work and we appeal to the State Government to issue a gazette notification at the earliest,” he said. The association sought an amendment to Section 2(S) of the Industrial Dispute Act 1947, on behalf of which Tamil Nadu Medical and Sales Representatives’ Association staged a demonstration pressing for their demands near the District Collectorate in Madurai as seen in Figure 1.2.
Figure 1.2 Members of the Tamil Nadu medical and sales representatives association staging a demonstration pressing for their demands near the district collectorate in Madurai on Friday

The above condition also prevailed in Vellore. Medical representatives in Vellore, belonging to the Tamil Nadu Medical and Sales Representatives Association (TNMSRA) would observe an eight-hour a day work schedules six days a week with effect from November 01. Vellore district secretary of TNMSRA Mr. N.V.Narasimhan and State Vice Presedient Mr.N.Aadhi told this to the reporters. The Federation of Medical Representatives association of India (FMRAI) has been trying to negotiate with the Centre for nearly 40 years, demanding statutory working conditions for the medical representatives, who work at odd hours. At least six medical representatives in Vellore district die in road accidents every year owing to driving vehicles at odd hours. Even after five years Medical Representatives of Tiruchi, still continue to strike for want of 8-hour work schedule as seen in Figure 1.3.
Figure 1.3  (“The Hindu” on December 5, 2012) The members of Tamil Nadu medical and Sales representatives’ association (TNMSRA), staging a dharna pressing for their demands in front of the chinthamani in Trichy

Members of Tamil Nadu Medical and Sales Representatives Association (TNMSRA) staged a demonstration at Chinthamani in the city on Tuesday to press their 18-point charter of demands. They also resorted to a day’s strike. Yet another example from Pfizer Sales Representatives in India Strike over Job Category on 05/20/2010 regarding unfair labour practices. Sales representatives who work for Pfizer’s Wyeth unit in India are angry that their jobs are being reclassified. Known locally as field workers, the sales representatives are protesting what they consider an illegal change in their job classification to professional service officers, which means they will no longer be eligible for union membership, PharmaBiz reports. And so the Federation of Medical Representatives Association of India is holding a one-day strike. Wyeth representatives will demonstrate and stage a massive dharna (a fast conducted at the door of an offender) in front of the Pfizer India office in Chennai and throughout Tamil Nadu, along with members of the
TNMSRA. As a matter of fact Pharma industry enjoys the maximum profit in the country and the paradox is that this industry is the least paying industry also. In Pfizer the employees are kept away from the fold of Union to exploit them the maximum. This is one of the main reasons for the alarming attrition rate also. This also leads to greater work stress which may affect the work family conflict and balance among its employees life.

India’s pharmaceutical market may expand by more than 12 percent a year, reaching $20 billion by 2015. In addition to a large consumer base, a higher level of sophistication in manufacturing and research achieved by the Indian firms is another lure for the MNC’s. “Big pharma is tapping into India-the industry is trying to market in 24/7 operations,” explained Mr. Ranga Iyer, President, Organization of Pharmaceutical Producers India. The above statement proves the need of the increase in medical representative’s force in the near future even by 2015. Taking into consideration the above situation it is very clear that the pharma sales executives face a lot of difficulty in executing their task, which involves more of role conflicts and stress. From the above discussion it is clearly depicted that the chance of enforcing work-family balance in such a difficulty is really a challenging task. So the present study tries to help such category of people in establishing a better way of managing both work and family in a peaceful and balanced manner. Change the world with united movements of working class and peasants. New World with honour to the common people is to be created.

Work-family balance is at the core of issues central to human resources development. Indicators of balance have been associated with greater employee commitment and job satisfaction (Allen et al 2000 and Kossek & Ozeki 1999). Work-family balance has been linked, modestly to employee performance (Allen et al 2000 and Kossek & Ozeki1999). This evidence indicates that, implicitly or explicitly, work-family balance is at the
core of HRD’s major function and that it may be powerful leverage point for promoting individual and organizational effectiveness. Indeed, a recent report by a consortium of Fortune 100 companies concluded that organizational strategies that help employees better their work and family lives are simply good business.

This study tries to explore the relationship of work-family conflict, work-family enrichment and work-family satisfaction on work-family balance and identify its impact on organizational commitment. The research sought to explore the pharma salespersons’ difficulties in managing work family relationship along with their organizational commitments. The intention of research is that its findings will be applied to identify individual work family balance strategies and of desirable changes in nature of salesperson, to support salesperson work- family balance and for their success in organization through their commitment. It tries to bring together the contributions that shed new light on the question: How can organizations engender the highest levels of employee and organizational performance while simultaneously enabling employees to achieve a good balance between their work and family lives? It is intended that the study will inform the development program, which initiates education to managers into the potentials of work family balance. Indeed, few of them suggest that the ability to balance work and family is one of the primary social challenges of our era. The achievement of better work-family 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, such as older part-time workers and careers; increased productivity and reduced absenteeism; gaining the reputation of being an employer of choice; retaining valued employees; achieving reduced costs; and maximizing available labour (Ujvala & Swati Smita 2004).
1.7 IMPORTANCE OF THE WORK-FAMILY RESEARCH IN THE CURRENT SCENARIO

The organizations face the challenge of executing practices that allow their employees to perform at work as well as function meaningfully in their homes. Organizations must give serious attention to the relationships between work and family roles and other related constructs including individual satisfaction. This is the possible solutions for organizations to attract and retain capable employees. Understanding the work-family balance is crucial in enabling employees to experience satisfaction in life. This understanding is also invaluable in identifying strategies pertaining to enhancing job satisfaction among employees as well as improving individual and organizational performance Muhamad Khalil Omar (2010).

As a statement added to proof the article in “The Hindu” dated July 18, 2007 on the topic “Work-life balance – is there a formula to it?” by Mr. K.V.Rajasekher has stated that “The executives, the managers, the decision makers and the board room ladies and gentlemen are all trying to figure out how to fix this increasingly disproportionate work-life balance situation. While some argue that work is the killer, some say that there’s not much to life than work. The argument on the employee side is that employers are trying to extract more than what they bargained for from the workforce, thereby the employees, however hard they may try, are missing out on living a quality life. The counter argument from the employers is that the employees are increasingly bringing their familial, domestic and social baggage to the workplace and that is affecting productivity”.

Similarly, the article in “The Hindu” dated Jan 20, 2008 on the topic “Work-life balance” by Ms. Hema Subramaniam, “is yet another outcry
against the outrageous hours that Corporate India seems to demand. Through several personal interactions with several HR managers on this subject and can appreciate that quite a few are grappling with initiatives to find a solution. One HR head of an MNC IT & ITES giant took my question on this subject with a rueful laugh and was honest enough to admit that there was no real solution to this, which is very difficult to arrive at”.

Another article in “The Hindu” dated October 01, 2008 on the topic “Help employees strike work-life balance, gain business payoffs “ by Ms. N.Purnima Srikrishnan states that “Lucky were the employees of yesteryear for whom work-life balance was a not an issue at all. Today the 9 to 5 office timings being almost non-existent, jobs have become highly stressful. Long working hours are commonplace and long commutes further add to the woes of employees. Employees are caught between the conflicting demands of work and personal life. Often to succeed on the professional front they have to pay a heavy personal price. With work consuming a large chunk of their time, they face a severe time crunch when it comes to meeting their personal needs or pursuing their personal interests. No wonder this acute work-life imbalance is taking a heavy toll on the employees’ health, happiness as well as productivity”.

Yet another article in “Financial Times of Management” dated July 05,2013 on the topic “Leading People Building Organizations” In the column of Special Category Awards Winners - has given a Cover story about “The Best company for Work-Life Balance “ as Intel Technology India Pvt.Ltd, Intelenat Global Services and Qualcomm India Pvt. Ltd. These articles discussed above would have given the picture of Indian corporate structure and their work demands from the working people, who strive a lot to balance their work and family responsibilities.
The target groups selected in the present study for evaluating the work-family balance are Pharma sales executive or otherwise called as Medical representatives. The pressure of achieving targets is transforming the nature of job which eventually resulting into the Job Induced Stress among PSRs. About 69% of PSRs are feeling continuous pressure from their managers to improving their performance. 75% of subjects are experiencing conflicting demands between their work and home, because PSRs have to visit various hospitals, clinics & dispensaries. About 72.1% of the subjects said that they are more prone to acquire different kind of infections (Richard Welford 2008). There are no such policies regarding their travelling and they have to travel a lot which increases the accidental risk while travelling, which is also previously supported by a study according to which PSRs are more prone to accidents (Scott 2003). Eventually the inflexibility and unpredictability of the working hours synergize those conditions in which subjects are not able to get their meals regularly which leads to various adverse effects on their health and emotional status which further leads to stress because of their poor health. Overall, the finding suggests that existence of various factors of dissatisfaction regarding their job profile, working hours and working environment reflecting that PSRs are more prone to have job induced stress. (Richard Welford 2008). In challenging economic times, the importance of proving the value of work role and family role is of greater necessity in the present era. The above discussion on work-family balance on a broader sense would have clearly depicted the need and the importance of work-family balance research in the current scenario.

1.8 CHAPTER ORGANIZATION SCHEME

The framework of this research work has been structured to gain insights into the above purpose and thus includes 6 chapters. A brief outline of each of them is given below:
**Chapter 1:** The introductory chapter deals with an introduction of the study need of the study, importance of the study, definition of the terms and organization of the chapter.

**Chapter 2:** The Second chapter focuses on the reviews from the relevant literature in this field carried out by various researchers.

**Chapter 3:** Chapter three provides a conceptual framework and a model that will be tested to address the knowledge gaps identified in the previous literature work, statement of the problem, research questions, scope of the study, objectives, limitations and hypothesis of the study

**Chapter 4:** Chapter four provides the information about research methodology adopted by the researcher in the conduct of the study.

**Chapter 5:** Chapter five reveals the analysis and the interpretation of the responses which were collected during the survey.

**Chapter 6:** The Sixth chapter discusses on the future research contributions, recommendations and conclusion of the study.