



WORK LIFE BALANCE – A STUDY OF SALES FORCE IN PHARMACEUTICAL INDUSTRY

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Abstract

In this competitive environment, vast majorities of people seems to be working longer and harder than ever before and as consequences are finding it ever more difficult to achieve a much desired work life balance. A balance between work and life is supposed to exist when there is a proper functioning at work and at home with a minimum of role conflict. Therefore, the incompatibility between the demands from the work and non-work domain give rise to conflict and consequently, people experience a lack of work life balance. It is a fact that people entering the sales force today are laying emphasis on the importance of WLB more than their predecessors are. In spite of this, the extent to which this balance is being achieved is far less than what is desired. The current study aims to reveal sales force work life balance practices and to find out whether the opinion of employees on work life balance is different based on their marital status and number of work hours they work. For this study, a sample of 145 respondents in various designations of sales department in Pharmaceutical industry was chosen with convenient sampling technique. Applied statistical tools include Cronbach's alpha, descriptive statistics, cross order correlation and Chi- square analysis.

Keywords: *Work Life Balance, Sales Force, Work Flexibility.*

Introduction

In today's competitive work environment balance between work and life is increasingly sought after by the employees. The need for a better work-life balance has become one of the growing concerns in modern society. Work life balance become an important issue in sales professionals jobs as their profile is different from other functional people which involves frequent travelling, long work hours, getting frustrated with different kinds of customers, expressing their frustration in un healthy ways. Work life balance plays an important role in retaining a competent sales force. A sales force that is out of balance, highly stressed or dissatisfied greatly decreases full engagement with customers. Lack of work life balance results in ill-health, high levels of stress, family problems, decline in performance, increase in attrition which ultimately affect company performance.

Literature Review

A study conducted by Judy De Villiers, ElizeKotze (2003) to identify the workplace determinants of work-life imbalance found that the most significant work-life conflict arises from complex workplace issues, including managing change, supervisory and technical competences, leadership, roles and accountabilities, and culture. They suggested that employees 'work-life balance should improve by nurturing individual balance-enabling skills as well as developing organizational balance-supportive capabilities and opportunities for individuals to enhance their work-life management skills should be created. This could occur via mentoring and coaching, as well as formal courses on time-management, planning and prioritization, and stress management.

K.G. Senthilkumar, Dr. S. Chandrakumaramangalam and Dr.L. Manivannan (2012) reported that work hours worked is consistently associated with worse work-life outcomes and work-life balance is a joint responsibility of both employees and employers. In a study conducted by Sakthivel Rania, Kamalanabhanb&Selvarania (2011) found that that there is strong relationship between work/life balance and employee satisfaction.

In Nigeria, OjoIbiyinka Stella, SalauOdunayo Paul, Falola Hezekiah Olubusayo (2014) conducted a study on three sectors i.e. banking, educational and power sectors to find out the work life balance practices and the barriers to implement WLB initiatives. They suggested that various sectors should provide a variety of flexible working pattern to help improve efficiency and effectiveness of their employees. The adoption of some work-life balance programs would help reduce the high turnover rate, which is currently exists within the banking sector and each sector should undertake pilot scheme to identify which policies best suits individual sectors as specific policies may difficult to implement in various sectors.

A study conducted by Komal Saeed and YasirAftabFarooqi (2014) to investigate the relationship between work life balance, job stress and job satisfaction among university teaches, university of Gujarat revealed that there is insignificant relationship between job stress and job satisfaction whereas work life balance share a moderate positive relationship with job satisfaction.



In Malaysia, a study was conducted by RaduanCheRose, LooSeeBeh, JegakUli, KhairuddinIdris (2006) to determine the level and relationship between quality of work life with career-related variables. The result indicates the most important predictor of QWL is organizational climate, followed by career achievement, career satisfaction and career balance.

In a study conducted by SubhasreeKar, K. C. Misra (2013) in Indian It industry found that there is a significant mediating effect on the relationship between the WLB and employee retention. They suggest that improvements in human resource management practices with a high supportive work culture characterized by work time and work life flexibilities contributes to increased work life balance and make the employees more productive. Corporate culture has a strong role to play between Work Life Balance Practices and the HR issues like recruitment, retention, turnover, commitment, satisfaction and productivity.

In a study conducted by Kumari K Thriveni1, Devi V Rama (2012) in Bangalore city reported that there is significant relationship between demographic variables and work life balance of women employees. Whereas, in another study M. Meenakshisundaram, Dr. N. Panchanatham (2012) reported that there is no significant difference in the work life balance of employees among the respondents of different age groups.

Research Methodology

Objectives

- To find out sales force work life balance practices in Automobile industry.
- To find out whether the opinions of employees regarding work stress, work life balance, work flexibility and flexible timings are different based on their marital status, number of work hours.

Research Hypothesis

- H₁: Opinion regarding Work stress is different among sales force of different marital status.
- H₂: Opinion regarding work life balance policies is different among sales force of different marital status.
- H₃: Different opinions are- held by employees of different marital status regarding work flexibility.
- H₄: Employees of different marital status have different opinions on flexible timings.
- H₅: Opinion regarding Work stress is different among employees working different number of work hours
- H₆: Opinion regarding work life balance policies is different among employees working different number of work hours
- H₇: Different opinions regarding work life balance policies are held by employees working different number of work hours
- H₈: Employees working different work hours have different opinions on flexible timings.

Data Collection and Analysis

For this study, a sample of 145 sales force was chosen with convenient sampling technique in various designations of sales department in Pharmaceutical industry. The questionnaire consists of four variables and four questions from each variable. When tested the reliability of questionnaire using Cronbach's Alpha, all four variables in the questionnaire found reliable. Applied statistical tools include Cronbach's alpha, descriptive statistics, cross order correlation and Chi-square.

Reliability Statistics

Table 1: shows the reliability statistics. The Cronbach's Alpha was calculated for each variable individually. Four variables in this study were showing Alpha greater than 0.60. Hence, the questionnaire was found reliable.

| Reliability Statistics | | |
|------------------------|------------------|------------|
| | Cronbach's Alpha | N of Items |
| Work Stress | 0.723 | 4 |
| WLB Policies | 0.717 | 4 |
| Work Flexibility | 0.706 | 4 |
| Flexi Timings | 0.691 | 4 |



Demographic information of the respondents

Table: 2

| Gender of the respondents | | |
|--|--------------|-------------------|
| | Count | Percentage |
| Male | 144 | 99.30% |
| Female | 1 | 0.70% |
| Total | 145 | 100.00% |
| Education of the respondents | | |
| | Count | Percentage |
| S.S.C | 0 | 0.00% |
| Inter | 0 | 0.00% |
| Graduation | 61 | 42.10% |
| P.G | 84 | 57.90% |
| Others | 0 | 0.00% |
| Total | 145 | 100.00% |
| Total experience of the respondents | | |
| | Count | Percentage |
| 0-3 | 82 | 56.60% |
| 4-7 | 40 | 27.60% |
| 8-11 | 18 | 12.40% |
| 12-15 | 3 | 2.10% |
| Above 15 | 2 | 1.40% |
| Total | 145 | 100.00% |
| Experience in present organization | | |
| | Count | Percentage |
| Below 1 | 62 | 42.80% |
| 1-3 | 61 | 42.10% |
| 4-6 | 16 | 11.00% |
| 7-9 | 3 | 2.10% |
| Above 9 | 3 | 2.10% |
| Total | 145 | 100.00% |

Table: 3

| Age of the respondents | | |
|---------------------------------------|--------------|-------------------|
| | Count | Percentage |
| 18-23 | 9 | 6.20% |
| 24-29 | 111 | 76.60% |
| 30-35 | 22 | 15.20% |
| 36-41 | 3 | 2.10% |
| above 42 | 0 | 0.00% |
| Total | 145 | 100.00% |
| Designation of the respondents | | |
| | Count | Percentage |
| Executive | 114 | 78.60% |
| Sr. Executive | 12 | 8.30% |
| Team Leader | 0 | 0.00% |
| Manager | 19 | 13.10% |
| Total | 145 | 100.00% |
| Salary of the respondents | | |
| | Count | Percentage |
| Below 10000 | 14 | 9.70% |
| 11000-15000 | 36 | 24.80% |
| 16000-20000 | 29 | 20.00% |
| 21000-25000 | 24 | 16.60% |
| above 25000 | 42 | 29.00% |
| Total | 145 | 100.00% |
| No. of hours work in a day | | |
| | Count | Percentage |
| 7-8 | 59 | 40.70% |
| 8-9 | 50 | 34.50% |
| 9-10 | 23 | 15.90% |
| 10-12 | 10 | 6.90% |
| Above12 | 3 | 2.10% |
| Total | 145 | 100.00% |

Majority of the respondents of the study (79 percent) are executives. Only eight percent are senior executives and 13 percent are managers. Of the total respondents, 57 have 0-3 years of experience, 28 percent of the participants have 4-7 years of experience, 12 percent of the participants have 8-11 years of experience, only two percent of the participants have 12-15 years and one percent of the participants were more than 15 years experienced.

Only ten percent of the respondents are paid the salary below Rs. 10000. Nearly 25 percent of the respondents are paid the salary between Rs. 11000 and 15000 per month. 20 percent of the respondents' salary ranged between Rs. 16000 and 20000 per month. Approximately 17 percent are paid the salary between Rs. 21000 and 25000 per month and 29 percent of the respondents are the salary earners of above Rs. 25000.

About 43 percent respondents have below one-year experience in their present organization. 42 percent respondents have 1-3 years of experience and 11 percent of the respondents have 4-6 years of experience in their present organizations. Two percent of the respondents have been working for 7-9 years with their present organizations. Only Two percent of the respondents have more than 9 years of experience in their present organizations.

In Pharmaceutical industry, 41 percent of the total employees work 7-8 hours in a day, 34 percent of the employees' work 8-9 hours. Nearly 16 percent of the employees work 9-10 hours. Seven percent of the employees work 10-12 hours. Only two percent of the employees work more than 12 hours a day.



Inter Item Correlations

| Inter Item Correlations of Work Stress | | | | | |
|--|---------------------|----------------------|----------------------|----------------------|----------------------|
| | | Work Stress 1 | Work Stress 2 | Work Stress 3 | Work Stress 4 |
| Work Stress 1 | Pearson Correlation | 1 | .509** | .436** | .363** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| Work Stress 2 | Pearson Correlation | | 1 | .316** | .336** |
| | Sig. (2-tailed) | | | .000 | .000 |
| Work Stress 3 | Pearson Correlation | | | 1 | .406** |
| | Sig. (2-tailed) | | | | .000 |
| Work Stress 4 | Pearson Correlation | | | | 1 |
| | Sig. (2-tailed) | | | | |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | |

Table 3 shows inter item correlation of Work Stress. The cross order correlation among items 1 - 4 is significant at 0.01 percent. I found a significant positive correlation ($r = 0.509$, Sig. 0.01) between work stress and fatigue at work place. Work stress is significantly correlated ($r = 0.43$, Sig. 0.01) with stress related health problem. A significant positive correlation is identified between work stress (item no. 1) and quality time with family (item no. 4). A positive correlation is identified between stress related health problem and quality time with family. However, a weak positive correlation is identified between fatigue at work and quality time with family, between fatigue at work and stress related health problem.

| Inter Item Correlations of Work Life Balance | | | | | |
|--|---------------------|---------------|---------------|---------------|---------------|
| | | WLBP 1 | WLBP 2 | WLBP 3 | WLBP 4 |
| WLBP 1 | Pearson Correlation | 1 | .737** | .416** | .346** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| WLBP 2 | Pearson Correlation | | 1 | .366** | .283** |
| | Sig. (2-tailed) | | | .000 | .001 |
| WLBP 3 | Pearson Correlation | | | 1 | .161 |
| | Sig. (2-tailed) | | | | .053 |
| WLBP 4 | Pearson Correlation | | | | 1 |
| | Sig. (2-tailed) | | | | |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | |

Table 4 shows inter item correlation of Work Life Balance Policies. The cross order correlation among items 1 - 4 is significant at 0.01 percent. I found a significant positive correlation ($r = 0.73$, Sig. 0.01) between existence of work life balance policies and effectiveness of work life balance. Next, existence of work life balance policies is significantly correlated ($r = 0.41$, Sig. 0.01) with flexible leave policy. A positive correlation ($r = 0.34$, Sig. 0.01) is identified between existence of work life balance policies and employee counseling. A positive correlation is found between effectiveness of work life balance policies and flexible leave policy. However, there is a weak positive correlation between effectiveness of work life balance policies and employee counseling. A weak positive correlation is there between flexible leave policy and employee counseling.

| Inter Item Correlations of Work Flexibility | | | | | |
|--|---------------------|--------------------|--------------------|--------------------|--------------------|
| | | Work Flex 1 | Work Flex 2 | Work Flex 3 | Work Flex 4 |
| Work Flex 1 | Pearson Correlation | 1 | .707** | .410** | .396** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| Work Flex 2 | Pearson Correlation | | 1 | .364** | .303** |
| | Sig. (2-tailed) | | | .000 | .000 |
| Work Flex 3 | Pearson Correlation | | | 1 | .213* |
| | Sig. (2-tailed) | | | | .010 |
| Work Flex 4 | Pearson Correlation | | | | 1 |
| | Sig. (2-tailed) | | | | |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | | | |
| *. Correlation is significant at the 0.05 level (2-tailed). | | | | | |



Table 5 shows inter item correlation of Work Flexibility. I found a significant positive correlation ($r = 0.70$, Sig. 0.01) between work from home facility and part time work facility. Next, work from home facility is significantly correlated ($r = 0.41$, Sig. 0.01) with term time working policy. A positive correlation ($r = 0.39$, Sig. 0.01) is existed between work from home facility and alternative work place policy. Part time work facility (item no. 2) is positively correlated with term time working policy (item no. 3). However, a weak positive correlation ($r = 0.30$, Sig. 0.01) is identified between part time work facility and alternative work place facility. A weak positive correlation is existed between term time working policy (item no. 3) and alternative work place facility (item no. 4).

| Inter Item Correlations of Flexible Timings | | Flexi Time 1 | Flexi Time 2 | Flexi Time 3 | Flexi Time 4 |
|---|---------------------|--------------|--------------|--------------|--------------|
| Flexi Time 1 | Pearson Correlation | 1 | .581** | .527** | .344** |
| | Sig. (2-tailed) | | .000 | .000 | .000 |
| Flexi Time 2 | Pearson Correlation | | 1 | .346** | .150 |
| | Sig. (2-tailed) | | | .000 | .072 |
| Flexi Time 3 | Pearson Correlation | | | 1 | .227** |
| | Sig. (2-tailed) | | | | .006 |
| Flexi Time 4 | Pearson Correlation | | | | 1 |
| | Sig. (2-tailed) | | | | |

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

Table 6 shows inter item correlation of Flexible timings scale. The cross order correlation among items 1 - 4 is significant at 0.01 percent. I found a significant positive correlation ($r = 0.58$, Sig. 0.01) between happiness at work and flexible work hours. Next, happiness at work is significantly correlated (0.52, Sig.0.01) with realistic goals. A positive correlation is existed between happiness at work (item no. 1) and job sharing (item no. 4). There is a positive correlation ($r = 0.34$, Sig. 0.01) between flexible work hours and realistic goals. There is a weak positive correlation is identified between flexible work hours (item no. 2) and job sharing (item no. 4). A weak positive correlation ($r = 0.22$, Sig. 0.01) is identified between realistic goals and job sharing.

Employees' opinion regarding Work Stress

| Table 7: Opinion on Work stress | | SD | D | NAD | A | SA | TOTAL |
|---------------------------------|------------|------|------|------|------|------|-------|
| Work Stress 1 | Frequency | 29 | 34 | 23 | 39 | 20 | 145 |
| | Percentage | 20 | 23.4 | 15.9 | 26.9 | 13.8 | 100 |
| Work Stress 2 | Frequency | 27 | 41 | 26 | 29 | 22 | 145 |
| | Percentage | 18.6 | 28.3 | 17.9 | 20 | 15.2 | 100 |
| Work Stress 3 | Frequency | 48 | 35 | 28 | 23 | 11 | 145 |
| | Percentage | 33.1 | 24.1 | 19.3 | 15.9 | 7.6 | 100 |
| Work Stress 4 | Frequency | 27 | 31 | 30 | 32 | 25 | 145 |
| | Percentage | 18.6 | 21.4 | 20.7 | 22.1 | 17.2 | 100 |

SD=Strongly Disagree, D=Disagree, NAD=Neither Agree nor Disagree, A=Agree, SA=Strongly Agree

- Work Stress 1) The stress level of my organization's work is high
- Work Stress 2) I feel tired because of work
- Work Stress 3) I am suffering from stress-related health problem
- Work Stress 4) I miss out quality time with my family due to work pressure

Table 7 shows the opinion of the respondents on work stress. It shows that one - half of the respondents agrees that the stress level of their organization work is high. Around 46 percent of the respondents disagrees that they are tired due to their work. More than one – half of the respondents disagrees that they are suffering from stress related health problems. However, there is mixed response form the respondents to the statement that they are missing quality time with family.



Employees’ opinion regarding Work Life Balance Policies

| | | SD | D | NAD | A | SA | TOTAL |
|-------|------------|-----------|----------|------------|----------|-----------|--------------|
| WLBP1 | Frequency | 28 | 24 | 30 | 49 | 14 | 145 |
| | Percentage | 19.3 | 16.6 | 20.7 | 33.8 | 9.7 | 100 |
| WLBP2 | Frequency | 24 | 34 | 21 | 43 | 23 | 145 |
| | Percentage | 16.6 | 23.4 | 14.5 | 29.7 | 15.9 | 100 |
| WLBP3 | Frequency | 20 | 16 | 25 | 61 | 23 | 145 |
| | Percentage | 13.8 | 11 | 17.2 | 42.1 | 15.9 | 100 |
| WLBP4 | Frequency | 33 | 38 | 27 | 35 | 12 | 145 |
| | Percentage | 22.8 | 26.2 | 18.6 | 24.1 | 8.3 | 100 |

SD=Strongly Disagree, D=Disagree, NAD=Neither Agree nor Disagree, A=Agree, SA=Strongly Agree

WLBP 1) My organization has work life balance policies

WLBP 2) My organization’s Work Life Balance policies help me balancing my personal and professional life

WLBP 3) My organization has flexible leave policy

WLBP 4) My organization provides employee counseling to address work –life related problems.

Table 8 shows the response of the employees on WLB policies. Around 44 percent of the respondents agrees that they have work life balance policies in their organization. Nearly 45 percent of the respondents disagrees that their WLB policies are helping them to balance their personal and professional life. Around 62 percent of the respondents agrees that they have flexible leave policy in their organization. Majority of the employees (48 percent) disagrees that their organization provides them employee counseling which helps them to balance their personal and professional life.

Employees’ opinion regarding Work Flexibility

| | | SD | D | NAD | A | SA | TOTAL |
|-------------|------------|-----------|----------|------------|----------|-----------|--------------|
| Work Flex 1 | Frequency | 102 | 24 | 6 | 7 | 6 | 145 |
| | Percentage | 70.3 | 16.6 | 4.1 | 4.8 | 4.1 | 100 |
| Work Flex 1 | Frequency | 83 | 36 | 10 | 9 | 7 | 145 |
| | Percentage | 57.2 | 24.8 | 6.9 | 6.2 | 4.8 | 100 |
| Work Flex 3 | Frequency | 63 | 26 | 23 | 23 | 10 | 145 |
| | Percentage | 43.4 | 17.9 | 15.9 | 15.9 | 6.9 | 100 |
| Work Flex 4 | Frequency | 66 | 31 | 18 | 17 | 13 | 145 |
| | Percentage | 45.5 | 21.4 | 12.4 | 11.7 | 8.97 | 100 |

SD=Strongly Disagree, D=Disagree, NAD=Neither Agree nor Disagree, A=Agree, SA=Strongly Agree

Work Flex 1) My organization provides work from home facility

Work Flex 2) My organization provides part time work Facility when an employee is in special need

Work Flex 3) My organization has term time working policy

Work Flex 4) My organization provides us the option to work from local offices managing our business of another locational area.

Table 9 shows the opinion of the respondents on work flexibility. Majority (86 percent) of the respondents disagrees that their organization provided them work from home facility. Around 81 percent of the employees disagrees that they have part time work facility in their organization when an employee was in special need. Around 61 percent of the employees disagrees that they have term time working policy. Majority of the respondents disagrees that they are provided the facility to work from local offices managing business of another locational area.



Employees' opinion regarding Flexible Timings

| | | SD | D | NAD | A | SA | TOTAL |
|-------------|------------|-----------|----------|------------|----------|-----------|--------------|
| Flex Time 1 | Frequency | 18 | 21 | 9 | 65 | 32 | 145 |
| | Percentage | 12.4 | 14.5 | 6.2 | 44.8 | 22.1 | 100 |
| Flex Time 2 | Frequency | 19 | 19 | 19 | 45 | 43 | 145 |
| | Percentage | 13.1 | 13.1 | 13.1 | 31 | 29.7 | 100 |
| Flex Time 3 | Frequency | 21 | 18 | 23 | 59 | 24 | 145 |
| | Percentage | 14.5 | 12.4 | 15.9 | 40.7 | 16.6 | 100 |
| Flex Time 4 | Frequency | 43 | 26 | 25 | 36 | 15 | 145 |
| | Percentage | 29.7 | 17.9 | 17.2 | 24.8 | 10.3 | 100 |

SD=Strongly Disagree, D=Disagree, NAD=Neither Agree nor Disagree, A=Agree, SA=Strongly Agree

Flex Time 1) I am happy about the amount of time I spend at work

Flex Time 2) We have flexible work hours in our organization

Flex Time 3) I am given reasonable work and responsibility

Flex Time 4) My organization allows employee job-sharing when an employee is not around.

Table 10 shows the response of the employees regarding flexible timings. Around 57 percent of employees agrees that they are happy about the time they spent on work. Around 61 percent of the employees agrees that they have flexible work hours in their organization. More than one – half (57 percent) of the employees felt that they were given reasonable work and responsibility. Around 46 percent of the respondents disagrees that their organization allows employee job sharing when an employee is not around.

Hypothesis Testing

| Work Stress | Work Life Balance Policies | Work Flexibility | Flexible timings |
|--------------------|-----------------------------------|-------------------------|-------------------------|
| 48.876 | 46.228 | 150.614 | 57.71 |
| 15 | 15 | 15 | 16 |
| .000 | .000 | .000 | .000 |

| Work Stress | Work Life Balance Policies | Work Flexibility | Flexible timings |
|--------------------|-----------------------------------|-------------------------|-------------------------|
| 48.876 | 46.228 | 150.614 | 57.71 |
| 15 | 15 | 15 | 16 |
| .000 | .000 | .000 | .000 |

Table 11 shows the results of Chi-Square test. To test the hypothesis Chi-square technique is applied. Results shown that –

- Opinion regarding work stress is different between married and unmarried employees.
- Opinion regarding work life balance policies is different between married and unmarried employees.
- There is a difference in the opinion regarding work flexibility between married and unmarried employees.
- There is a difference in the opinion regarding flexible timings between married and unmarried employees.
- Employees working different number of hours have different opinions regarding work stress.
- Employees working different number of hours have different opinions regarding work life balance policies.
- Different opinions regarding work life balance policies are held by employees working different number of work hours
- Employees working different work hours have different opinions on flexible timings.

Conclusion

In sum, the study reveals that opinion regarding work stress, work life balance policies, work flexibility, flexible timings are different from married to unmarried employees. Different opinions regarding work stress, work life balance policies, work flexibility, flexi timings are held by employees working different number of work hours.



On the other hand, the study reveals work stress of sales force in Pharmaceutical industry is high. However, sales force working in Pharmaceutical industry are not suffering from stress related health problems. There is a mixed opinion to the statement that they are missing quality time with family. Work life balance policies for sales force are found in Pharmaceuticals industry. Employees are not provided any counseling to balance their personal and professional life. There is no work from home facility, part time work facility, term time working policy, alternative work place option for sales force working in Pharmaceutical industry. Sales force working in Pharmaceutical industry are happy at their work. They have flexible work hours. Work and responsibility given to them felt reasonable. Job sharing when an employee is not around is not allowed for sales in Pharmaceutical industry.

Work life balance become an important issue in sales professionals jobs as their profile is different from other functional people which involves frequent travelling, long work hours, getting frustrated with different kinds of customers, expressing their frustration in un healthy ways. It is suggested to implement work life balance policies such as flexible work hours, flexible leaves, job-sharing, part time work, work from home and term time working policy, which help employees to spend quality time with their family and balance their work and family matters.

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