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EVALUATING THE IMPACT OF ROLE STRESS ON WORK-FAMILY CONFLICT AMONG THE PHARMA SALES EXECUTIVES

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Abstract
To determine sources of role stress and its impact of work-family conflict among the pharma sales person employed in Tamil Nadu. To examine the stress levels among pharma sales person and its impact of work-family conflict. Five hundred (500) questionnaires were distributed to the sales person among whom only four hundred and fifteen (415) were duly completed questionnaires received. Non probability (convenience) sampling method was used to select the sampled units within the prescribed selected area of the study. Statistical treatment included confirmatory factor analysis and regression. Role overload shows 40 percent variance, which was found to be a significant factor causing stress among the sales persons. The study showed that Role Overload is most significant source of factor causing role stress among the pharma sales executives working in Tamil Nadu. Sales executives are more stressed due to inter-role distance and self role distance.

Keywords: Role Stress, Work-Family Conflict, Sales Force.

1. Introduction

Stress is a person's adaptive response to a stimulus that places excessive psychological or physical demands on that person. Stress can be caused by many factors. Major organizational stressors are task demands, physical demands, role demands and interpersonal demands. Life stressors include life change and life trauma. Obviously stress has a powerful impact on us. Can we eliminate the stressors of modern work life? Stress results from confronting an opportunity, constraint or demand, when the expected outcome is important and uncertain (Robbins and Sanghi, 2006). It arises from a mismatch between an individual and his/her environment, if there is an inability to cope with the constraints or demands encountered (Singh et al 1992). Stress cannot be avoided as events influencing us are often beyond our control, things do not work as planned and unexpected changes take place (Pestonjee, 1999). Selye (1956) defined stress as a dynamic condition in which an individual is confronted with an opportunity, constrain, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. High level of unchecked and unmanaged stress not only undermines the quality, productivity and creativity of the employees but also employee's health, well-being and morale (Cooper and Cartweight, 1994).

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.

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.

1.1 Organisational Role Stress (ORS)

Stress results from confronting an opportunity, constraint or demand and when the expected outcome is important and uncertain (Robbins 2000). It arises from a mismatch between an individual and his/her environment, if there is an inability to cope with the constraints or demands encountered. (Heller & Watson 2005 and Sieber 1974) defined stress as a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. High level of unchecked and unmanaged stress not only undermines the quality, productivity and creativity of the employees but also employee's health,
well-being and morale (Cooper & Goby 1999).

Human behavior in an organization is influenced by various physical, social and psychological factors. An important aspect of organization that integrates an individual with the organization is the role assigned to him/her within the overall structure of the organization. It is through the role that an individual interacts and becomes integrated with the system. In fact, an organization can be defined as the system of roles. Kahn et al (1964) in their comprehensive and integrated model of stress postulated that the quest for identity is a central concern for many individuals. They considered a specific type of stress in the form of role stress. Constructs like role conflict, role ambiguity, and role overload were put under the rubric of role stress. According to Kahn et al (1964) role stress has consequences on the variables like job-related tension, emotional reaction, etc. Research on work-family conflict and stress has its roots in role theory and incorporates notions of perception and cognitive appraisal. The concept of role and the seven role systems have been built in potential for conflict and stress (Pareek 2002). These conflicts may take several forms.

Self Role distance: This stress arises out of the conflict between the self concept and the expectations from the role, as perceived by the role occupant. If a person occupies a role that he may subsequently find to be conflicting with the self concept, he feels stressed.

Inter-role distance: When an individual occupies more than one role there are bound to be conflicts between them. For example, a lady executive often faces a conflict between her organizational role as an executive and her familial role as a wife and mother. The demands on her time by husband and children may be incompatible with organizational demands. Such inter-role conflicts are quite frequent in a modern society, where an individual is increasingly occupying multiple roles in various organizations and groups.

Role Ambiguity: When an individual is not clear about the various expectations that people have from his role he faces role ambiguity. Role ambiguity may be due to lack of information available to a role occupant, or his lack of understanding of the cues available to him. Role ambiguity may be in relation to activities, responsibilities, priorities, norms or general expectations. Generally, role ambiguity is experienced by persons occupying roles that are newly created in organizations, roles that are undergoing change, or process roles (with less clear and less concrete activities).

Role expectation Conflict: When there are conflicting expectations or demands by different roles senders (persons having expectations from the role), the role occupant experiences this type of stress. The conflicting expectations may be from the boss, subordinates, peers or clients.

Role Overload: When a role occupant feels that there are too many expectations from the significant others in his role set, he experiences role overload. Role overload has been measured by asking questions about people's feelings on whether they can finish work given to them during a modified work day and whether the amount of work they do interfere with how well it is done. Most executive role occupants experience role overload. Role overload is more likely to occur where role occupants lack power, where there are large variations in the expected output, and when delegation or assistance cannot procure more time.

Personal Inadequacy: When a role occupant feels that he does not have enough knowledge, skills or training to undertake a role effectively, or that he has not had time to prepare for the assigned role he may experience stress. Persons who are assigned new roles without adequate preparation or orientation are likely to experience feelings of personal inadequacy.

Resources Inadequacy: When a role occupant feels that he does not have enough resources support from the organization to perform his duties, to prepare for the assigned role he may experience stress. Persons who are assigned new roles without adequate resources are likely to experience feelings of personal inadequacy.

The present study aims to investigate the factors causing stress among pharma sales representatives in Tamil Nadu located in India and also examines the stress levels among the male representatives. Borrowing from the role theory tradition, classic conceptualization of work-family conflict (Greenhaus & Beutell 1985) suggest that an individual encounters role conflict when the sent expectations or demands from one role interfere with the individual's ability to meet the sent expectations or demands from another role (Kahn 1964). An example of role conflict is that of an employee who is simultaneously pressured to work overtime while family members urge that employee to come home. Several studies have also linked work-family conflict with role stress (Anderson et al 2002 and Frone 1997). Frone (1997) found that job stress increased work-family conflict whereas family stress increased family-work conflict. Anderson (2002) similarly found that greater family demands increased the experience of role conflict from work to family and from family to work. Studies also found that role conflict, role ambiguity, and time demands are directly and positively related to work-family conflict (Williams 1994).

1.2 Work-Family Conflict

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.

Work-family conflict was originally seen as a one-dimensional construct. Researchers have suggested that conflict between work and family can originate in either domain (Greenhaus & Beutel 1985). Now the reciprocal nature of the work-family conflict has been recognized. In other words, conflict can arise from work interfering with family or family interfering with work. Various studies have noted that work-to-family conflict and family-to-work conflict are two distinct constructs (Frone 2003). Research has also demonstrated that work-to-family conflict is more likely to occur than family-to-work conflict. (Netemeyer et al 1996). It has been suggested that this occurs because individuals may feel more pressure to meet the demands of work in order to reap monetary rewards that will benefit their families. In addition, individuals may have more flexibility to adjust family demands around work demands. The majority of research examining the intersection of work and family has focused on work-family conflict (Barnett 1998 and Greenhaus & Parasuraman 1999). Various studies have used different terms to refer work–family conflict (i.e., negative work-family spillover, work-family interference, and work-family tension) (Frone 2003). Work-family conflict is a bi-directional construct; therefore conflict can arise from work interfering with family (work-to-family conflict) or family interfering with work (family-to-work conflict) (Greenhaus & Beutell 1985). Table 1 shows the relationship of stress with work –family conflict.

Table 1 shows the relationship of stress with work –family conflict

Author	Topic of study	Variables taken for study	Findings
Bedeian et al (1989)	Outcomes of work-family conflict among married male and female professionals.	Work –family conflict Job stress Work values Life values	The study has found the relationship between work-family conflict and job stress.
Netemeyer & Boles (1996).	A cross-national model of job related outcomes of work-role and family role variables	Work –family conflict Job stress Performance	Researchers has found overwhelming support that work-family conflict significantly predicted job-stress.
Allen et al 2000	Consequences associated with work-to-family conflict: A review and agenda for future research.	Work-related stress Non-work related stress Work-family conflict	Work-family conflict was significantly related to job/ work stress, affective professional stress, and negative feelings at work.
Noor (2002).	Work-family conflict, locus of control, and women's well-being: tests of alternative pathways.	Work-family conflict well-being Job satisfaction Stress-Distress Locus of control	Work-family conflict significantly predicted distress
Netemeyer, R. G., Brashear-Alejandro, T., & Boles, J.S. (2004).	A cross-national model of job related outcomes of work-role and family role variables	Work –family conflict Job stress Performance	Researchers has found overwhelming support that work-family conflict significantly predicted job-stress.

A large amount of research in the area of work and family has explored the antecedents to work-family conflict including personal characteristics (e.g., age, gender, race income, and etc.,) and various stressors (e.g.., job stressors, family stressors, and psychological involvement at work and home). Therefore, based on the various review collected, the current study has considered role stressors as antecedents for the analysis of work-family conflict.

2. Objectives

Based on the research model, the study covers the following objectives:

i) To identify the various role stress dimensions among the sales persons.

ii) To evaluate the influence of role stress dimensions on work-family conflict.

FIGURE 1: Research Model

3. Methods and Measures

The researcher made use of the survey method to collect the data. This research employed a personal interview survey methodology. The respondents were always on their wheels, and meeting them was very difficult during their working hours. So the researcher used to collect data during their association meeting (be held every week) at their office, this way of collection was much easier and most convenient for researcher as well as the respondents. A total of 500 questionnaires were distributed to the respondents and data collected, follow-up procedures were planned to increase response rate. Finally, only 415 questionnaires were fully recorded and useful for analysis. This research used a self-administrated questionnaire disseminated by personal interview forms to measure the specified variables as well as certain items to obtain demographic information. The methodology for the study was based upon the procedures of previous researchers who have studied these same variables. This study combined many of the existing instruments to form a new instrument.

3.1 The following are measures used for the study

Organizational Role Stress - Pareek's (1983) contribution to the organisational role research lies in identifying as many as seven different types of Organisational Role Stress (ORS). Each of these dimensions of organizational role stress identified different consequences for employee feelings. The instrument contained five items for Inter role distance Stress, Role expectation stress, Role overload stress, Self role distance stress, Role Ambiguity stress, Personal Inadequacy and Resource Inadequacy stress with seven point scale for measuring the respondents level of agreement with each statement (from 1- strongly disagree to 7- strongly agree). The original scale was modified to suit the group of respondents. Cronbach's alpha value for the role stress measures used was 0.82.

Work–family conflict: The present study has made use of the 10-item work–family conflict scale developed by Carlson et al (2006). This scale consists of five items that measure the work- to-family direction of conflict. The original scale was modified to suit the group of respondents. An example item is, 'My work keeps me from my family activities more than I would like'. The other five items measures the family-to-work direction of conflict. An example item is, 'Due to stress at home, I am often preoccupied with family matters at work.' Cronbach's alpha value for the role stress measures used was 0.89.

4. Data Analysis Tools

The data collected were entered into computer and analyzed using the Statistical Package for Social Sciences version 16.0 (SPSS, 2006). Standard statistical procedures, including descriptive and inferential statistics, such as frequency, means, standard deviation, correlation, factor analysis, One-Way Analysis of Variances (ANOVA), Multiple Regression Analysis and structural equation method were used to analyze the data.

5. Reliability and validity conformation of data

5.1 Confirmatory Factor Analysis and Discriminant Validity

To assess the unidimensionality of the scales, or the degree that the scale items represent the theorized dimension and the degree that all the scale items measure the same thing (Spector 1992). The first measurement was the standardized regression weights of the individual scale items on it assigned factor. Rating above 0.70 are considered good and greater than 0.40 as moderate to acceptable, although lower scores can be retained if additional item reliability measures, and face validity supports their inclusion (Netemeyer et al 2004).

A confirmatory factor analysis was performed to determine the fit of the previously identified factor model. In this step, the factors were inspected consecutively to determine whether the role stress items had the best fit to the data. Items with factor loading of 0.50 or higher were retained since loadings of .50 are considered more important as recommended by (Benter & Chou 1987).

Factor analysis was used to test the number of variables contributing to organization role stress. The study included 35 items to collect data for seven different types of stress, were each 5 items represent one variable of stress such as Self role distance, Inter role conflict, Role ambiguity, Role overload, Role expectation conflict, personal inadequacy and Resources inadequacy. As the tool was already tested and used by the Pareek 2003 in their studies to measure organizational role stress. And as the

researcher has made use of the same questionnaire for the study, this analysis is conducted to see whether the 5 items represent the variable according to the present study. The result of the factor analysis is shown in below Table 2:

Table 2:KMO and Bartlett's Test the variables of organizational role stress

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.830
Bartlett's Test of Sphericity	Approx. Chi-Square	6.628E3
	df	435
	Sig.	.000

The results of KMO and Bartlett's Test indicate that a factor analysis can be applied to the data as the value of KMO statistics is greater than 0.8 and the Bartlett's Test of Sphericity is significant ($p < .001$). A value close to 1 indicates that patterns of correlations are relatively compact and so factor analysis should yield distinct and reliable factors. The following Table 3 shows the number of components extracted with eigen values and cumulative variance explained by them. There are seven factors resulting from the analysis explaining a total of about 63 per cent of the variations in the entire data set. The percentage of variation explained by the first ten factors respectively after varimax rotation is performed.

Table 3,Results of first order measurement model (Confirmatory factor analysis) for the variables of organizational role stress

Items	Standard Solutions	Factor estimate	Critical Ratio	Error variance	R^2	C R	AVE
Self Role Distance							
SRD1	.64	.78	12.383	0.58	.41	0.7260	0.435
SRD2	.59	.67	12.866	0.58	.35		
SRD3	.73	.96	10.983	0.62	.54		
SRD4	.67	1.00	12.081	0.83	.44		
Inter Role Distance							
IND1	.80	2.85	10.536	0.80	.64	0.6501	0.4375
IND3	.71	2.39	12.312	0.93	.51		
IND4	.68	1.77	12.624	0.63	.47		
IND5	.36	1.00	14.096	1.14	.13		
Role Ambiguity							
RA1	.54	1.00	12.447	0.72	.29	0.6638	0.4100
RA2	.80	1.47	6.149	0.37	.64		
RA5	.54	1.00	12.394	0.70	.30		
Role Expectation Conflict							
REC1	.70	.93	12.989	0.82	.49	0.6969	0.4475
REC2	.65	.83	12.380	0.73	.43		
REC4	.62	.83	12.855	0.86	.38		
REC5	.70	1.00	12.312	0.69	.49		
Role Overload							
RO1	.80	1.27	11.025	0.71	.64	0.7706	0.5325
RO2	.74	1.00	11.903	0.61	.49		
RO3	.74	.76	13.860	0.60	.55		
RO4	.67	.62	13.380	0.60	.45		
Resources Inadequacy							
RIS2	.79	.77	11.128	0.68	.63	0.6789	0.4475
RIS3	.75	1.00	12.704	0.60	.57		
RIS4	.48	.83	12.219	0.78	.23		
RIS5	.60	1.00	12.394	1.19	.36		
Personal Inadequacy							
PIS1	.62	.60	5.115	0.69	.38	0.5081	0.4083
PIS2	.60	.72	6.594	0.72	.37		
PIS4	.36	.88	5.880	0.58	.13		

* Composite reliability
** **A**verage **V**ariance **E**xtracted
*** This regression weight was fixed at 1.000, not estimated.

It can be seen from the above table that the construct reliability for the factors Affective, Continuous and Normative commitment are well above the accepted level of 0.6 (Fornell & Larcker 1981). Also the AVEs for the factors are above 0.5 and nearer to it, for all the factors and hence all the measurable items meet the desirable construct reliability.

5.2 Work/family conflict Factor Analysis – Factor analysis was conducted on 415 cases. Two factors registered eigenvalues above one, and accounted for 100 % of the total variance among the work/family conflict items. Table 6 shows the factor loadings for the work/family conflict Questionnaire.

Table 4 : Factor Analysis for work family conflict

S.No	**Statements**	Factor 1	Factor 2
WORK TO FAMILY CONFLICT			
1.	The demands of my work interfere with my home and family life	.718	-
2.	The amount of time my job takes up makes it difficult to fulfill my family responsibilities	.642	.241
3.	Things I want to do at home do not get done because of the demands my job puts on me	.533	-
4.	My job produces strain that makes it difficult to fulfill family duties.	.602	-
5.	Due to work-related duties, I have to make changes to my plans for family activities.	.554	-
FAMILY TO WORK CONFLICT			
1.	The demands of my family or spouse/partner interfere with work-related activities.	-	.389
2.	I have to put off doing things at work because of demands on my time at home	.289	.644
3.	Things I want to do at work don't get done because of the demands of my family or spouse/partner	-	.547
4.	My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	-	.383
5.	Family-related strain interferes with my ability to perform job-related duties.	-	.471

*Loadings less that .200 were replaced with.--.

In this study item 2 on the work to family conflict subscale loaded on Factor 1 and Factor 2 and item 2 had the higher loading in factor 1 which was conisered in later analysis.. Similary, item 2 on the family to work conflict subscale loaded on two factors, item 2 had the higher loading in factor 2 which was conisered in later analysis. The higher loadings were greater than .40; therefore, the items were included in later analyses (Stevens, 1996).

6. Result and Discussion

The objective of the current study was to present and test the research model of work-family conflict and role stress.

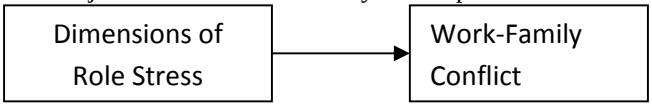

FIGURE 1: Research Model

The total sample consisted of 415, taken from those respondents who are male and married working as pharma sales representatives in Tamil Nadu. Respondents mostly belonged to the age group of 31 to 50 (62.9%). Since most of the respondents' age group ranges from 31 to 50 the researcher has assured that samples are distributed to all categories of age. The sample consisted of highly educated group representing under graduate (68.9%), post graduate (25.4%) and diploma (5.7%). Years of experience of the respondent highly accounted to 6 years to 10 years with 46.6%, hence most of the

respondents were with experience above 5 it may be considered as the apt samples for the research topic. 72.7 % of the respondents had children as their dependent. 71.8% of the respondents enjoyed independency of living in nuclear family. Only 47.7% of respondents spouse were house wife, 36.4% employed and the rest 15.9% doing business and sharing the finance responsibilities with their husbands. 51.6% of the medical sales representatives spent maximum of 12 hours at work, were as only 16.4% of them spent more than 12 hours at home. This statistics also matches with other researchers who have also indicated that medical representatives were exposed to long working hours and prolonged driving (Ujvala Rajadhyaksha (2011).

Research Objective 1: To identify the various role stress dimensions among Pharma Sales Representatives.
Descriptive statistics were run to show the overall directions and degrees of the hypothesized relationships. The following Table 7 presents the mean score of each item.

Table 5 Represents the mean and standard deviation of Pharma sales representatives on role stress

S.No	Role stress	Mean	SD
1	Self Role Distance	6.89	1.232
2	Inter Role Distance	5.59	1.132
3	Role Ambiguity	4.87	.826
4	Role Expectation Conflict	4.95	1.213
5	Role Overload	6.95	1.114
6	Resource Inadequacy	4.57	.986
7	Personal Inadequacy	4.07	.802

Note: Scale: 1=Strongly disagree; 2=Disagree; 3=Somewhat disagree; 4=Neutral; 5=Somewhat agree; 6=Agree; 7=Strongly agree.
n=415
The descriptive mean scores and standard deviations of the 35 role stress attributes were reported in the Table 5. The standard deviations of each role stress did not show much variation in its range of the agreement among the respondents. The medical sales representatives showed a strong agreement towards the self role distance, role overload, inter role distance and role expectation with the mean score ranging from 4.95 to 6.95. The medical sales representatives experienced a larger amount of role overload with a mean score of 6.89 finding it very difficult to manage both the work and family role at a time. Self role distance becomes higher because of higher role overload with mean score of 6.89. Similarly, inter role distance with mean score of 5.59 and role expectation with mean score of 4.95 also showed higher level agreement of stress among the respondents.

The findings indicate that medical sales representatives showed a moderate attitude towards the role ambiguity and resource inadequacy with the mean scores ranging from 4.87 to 4.77. These stresses also have a moderate effect on the overall role stress as there fall in between somewhat disagree and neutral category. Furthermore, the respondents showed a lower attitude towards the personal inadequacy with the mean score value of 4.07. This stress do not have much effect on the role stress of medical sales representatives because the mean score value is very low indicating that the respondents do not face any difficulty in this area.

Table 6: Represents the mean and standard deviation of medical sales representatives on work-to-family conflict

S.No	Statements	Mean	SD
1.	The demands of my work interfere with my home and family life	6.36	1.236
2.	The amount of time my job takes up makes it difficult to fulfill my family responsibilities	6.64	.889
3.	Things I want to do at home do not get done because of the demands my job puts on me	4.18	1.435
4.	My job produces strain that makes it difficult to fulfill family duties.	4.21	1.249
5.	Due to work-related duties, I have to make changes to my plans for family activities.	5.73	.924

Note: Scale: 1=Strongly disagree; 2=Disagree; 3=Somewhat disagree; 4=Neutral; 5=Somewhat agree; 6=Agree; 7=Strongly agree.

The descriptive mean scores and standard deviations of the 5 WFC attributes were reported in the Table 6. The standard deviations range from .889 to 1.435 which did not show a large variation of the agreement among the respondents. The medical sales representatives showed a strong agreement towards work-family conflict attributes were the mean score ranges from 4.18 to 6.64. Among all the statements, "The demands of my work interfere with my home and family life" and "The amount of time my job takes up makes it difficult to fulfill my family responsibilities" had the highest agreement among the medical sales representatives.

Table 7:Represents the mean and standard deviation of medical sales representatives on family-to-work conflict

S.No	Statements	Mean	SD
1.	The demands of my family or spouse/partner interfere with work-related activities.	2.49	1.291
2.	I have to put off doing things at work because of demands on my time at home	3.28	1.424
3.	Things I want to do at work don't get done because of the demands of my family or spouse/partner	2.78	1.278
4.	My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.	3.54	1.303
5.	Family-related strain interferes with my ability to perform job-related duties.	3.82	1.445

Scale: 1=Strongly disagree; 2=Disagree; 3=Somewhat disagree; 4=Neutral; 5=Somewhat agree; 6=Agree; 7=Strongly agree

The descriptive mean scores and standard deviations of the 5 FWC attributes were reported in the Table 7. The standard deviations range from 1.278 to 1.445 and did not show a large variation of the agreement among the respondents. The medical sales representatives showed only a neutral agreement towards the following FWC statements were the mean score ranges from 3.54 to 3.82: such as "My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime" and "Family-related strain interferes with my ability to perform job-related duties".Furthermore, the respondents showed a disagreement towards the following statements with the mean scores ranging from 2.49 to 3.28 such as "The demands of my family or spouse/partner interfere with work-related activities", "I have to put off doing things at work because of demands on my time at home" and "Things I want to do at work don't get done because of the demands of my family or spouse/partner". This shows that medical sales representatives experience less amount of family-work conflict than that of work-family conflict.

Research objective 2: To examine the impact of organizational role stress on work- family conflict.
Hypothesis 1: There is a positive relationship between role stress and work-to-family conflict.
Hypothesis 2: There is a positive relationship between role stress and family-to-work conflict.

Table 8,Representing the correlation between work-family conflict in two direction (work-to- family conflict and family-to-work conflict) and each of its relationship with role stress variables

S. No.	Variables	Work-to-Family Conflict	Family-to-Work Conflict
1.	Self Role Distance	0.421**	0.188*
2.	Inter role distance	0 .332**	0.196*
3.	Role ambiguity	0.227**	0.027
4.	Role expectation	0.284**	0.271**
5.	Role overload	0.410**	0.046
6.	Resource Inadequacy	0.231**	0.094
7.	Personal Inadequacy	0.164*	0.020

Note : ** - Significant at 1% level; * - Significant at 5% level

The Table 8 shows the correlation results indicating that work-to-family conflicts were statistically significant and related to self role distance (r=.421**), inter role distance (r = .332**), role ambiguity (r = .227*), role expectation (r= 284*) and role over load (r= .410**). These results shows that medical representatives find themselves highly stressed due to over work load, inter role conflict and self role distance which has a higher positive correlation with work-to-family conflict. Suggesting when stress increases, work-to-family conflict also increases. Therefore, Hypothesis 1 is partially fulfilled as out of seven

role stressors, six role stresses is positively related with work-to-family conflict. These results indicate that as the rating for stressors increase so do the rating of work-to-family conflict also increases as it is positively correlated. Similarly, the question investigated whether there was a relationship between family-to-work conflict and role stress. The correlation results shows that family-to-work conflicts were statistically significant and related to self role distance (r=.188*), inter role distance (r=.196*), and role expectation (r=271*). Therefore, Hypothesis 2 is partially fulfilled as out of seven role stressors, four role stresses is positively related with family-to-work conflict. Same result was also supported in similar studies which found that role conflict, role ambiguity, and time demands are directly and positively related to work-family conflict (Carlson, Kacmar, & Wayne, 2006). This was proven by several studies which also had linked work-family conflict with role stress (Anderson et al 2002; Frone., 1992).

Multiple Regression Analysis was applied to find the Effect of Role Stress on Work-Family Conflict

Research question explored that which factor is more useful in predicting the medical sales executive work-family conflict among all the ten role stress variables. To test the hypothesis, a series of multiple regression procedures were used to investigate whether and to what extent the independent variables (Self role distance, Inter role distance, Role Ambiguity, Role Expectation Conflict, Role Overload, Resources Inadequacy and Personal Inadequacy) effect significant influence on the dependent variable work-family conflict.

Hypothesis 3: Organizational role stressors were significant in predicting work-family conflict.
The following Table 12 depicts the model summary of the regression models fitted through SPSS software.

Table 9 .Represents the model summary[b] of role stress and its effect on work-family conflict

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788[a]	.621	.552	18.699
a. Predictors: (Constant), PI, RA, RE, RS, SRD, RI, RIS, RO, IND, REC				
b. Dependent Variable: WFC				

In the model the R-Square is shown as 0.621 which means 62.1 per cent of the variation in the dependent variable was explained by the independent variables. Table 9 gives the significance of the model fitted by SPSS. The high value of F=16.713 with p-value < 0.001 verify that the model is significant in explaining variations in work-family conflict.

Table 10,Represents the ANOVA[b] of role stress and its effect on work-family conflict of role stress

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	81.622	10	8.162	16.713	.000[a]
Residual	214.398	439	.488		
Total	296.020	449			
a. Predictors: (Constant), PI, RA, RE, RS, SRD, RI, RIS, RO, IND, REC					
b. Dependent Variable: WFC					

Table 10 gives the coefficients of the independent variables included in the model. The fitted model for the dependent variable work-family conflict on the independent variables taken for study is expressed by the equation:

Work-Family conflict = 3.283 + .889(SRD) + .237(IND) + .317(RA) +
.328(REC) + .360(RO) + .286(RIS) + .119(PIS)

Table 11 Represents the coefficients of role stress and its effect on work-family conflict

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig	Tolerance	VIF
(Constant)	3.283	.175		18.751	.000		
SRD	.889	.182	.244	4.893	.000	.724	1.382
IND	.237	.056	.217	4.278	.000	.527	1.898

RA	.317	.073	.205	3.350	.000	.745	1.342
REC	.328	.085	.241	3.837	.000	.417	2.397
RO	.360	.103	.251	4.787	.006	.565	1.771
RIS	.286	.070	.204	2.418	.000	.463	1.160
PI	.119	.038	.148	2.135	.012	.744	1.344
a. Dependent Variable: WFC							

The result revealed that the organizational role stressors were significant in predicting work-family conflict hence proving the Hypothesis 3. Among the ten sets of role stress only seven factors were influenced. The seven factors are, "Self role distance " ($t=4.893, p<.01$), "Inter role conflict" ($t=4.278, p<.01$), "Role ambiguity" ($t=3.350$, $p<.01$), "Role expectation conflict" ($t=3.837$, $p<.01$), "Role overload" ($t=4.787$, $p<.01$), "Resources inadequacy"($t=2.418, p<.01$) and "Personal inadequacy" ($t=2.135, p<.05$) were each found to be significant in the model. All the seven significant stressor were contributing in a positive direction, meaning that as the level of stressors increased, work-family conflict level increased. Overall, the goodness-of-fit of the model is satisfactory. This was also supported by Taylor, R. (2002) in their study among 100 medical representatives has identified almost 66% of medical representatives were under pressure & were having some form of stress. There is significant amount of work induced stress among medical representatives which lead to different role conflicts at work and in family.

7. Implications of the Study

The following actions have been suggested to improve the efficiency and to reduce the role stress which would increase the sales representatives: Appoint right number of people to carry out a role and delegate right job to the right person based upon his effectiveness and efficiency. So that the stress due to role overload can be minimized or eliminated. Promotions and performance appraisal can be done with certain intervals of time. In the case of role Ambiguity, in order to reduce or eliminate the stress the scope and responsibilities of the job along with the established procedure might be clearly explained to the employee at the time of induction program. Periodic stress audit programme may be conducted by the management, which may help the management to identify the dominant job stressors.

The management may encourage stress management programme, through which the management may reveal information about the fundamentals of stress and its managing tactics like meditation, exercises, etc. In order to overcome those stresses, social supports like support from supervisor, support from co-workers, support from administration, support from family and personal accomplishment can be provided to them. The employees are facing stress mainly because of inter-role distance. So in order to overcome those stress the employees may be provided with greater involvement and participation of the employees in problem solving and decision making.

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