ORGANIZATIONAL DRIVERS OF WORK–LIFE BALANCE IN THE PHARMACEUTICAL INDUSTRY: A STUDY OF EMPLOYEE PERCEPTIONS AT HETERO DRUGS

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ABSTRACT

Purpose: The present study aims to examine the organizational drivers influencing work–life balance among employees in the pharmaceutical industry, with special reference to Hetero Drugs. It seeks to understand employee perceptions of work–life balance and to identify the key organizational factors contributing to balance across the Research & Development and Manufacturing and Production departments.

Methodology: The study adopts a descriptive and analytical research design, using primary data collected through a structured questionnaire administered to employees of the selected departments. Stratified random sampling was employed to ensure departmental representation. The study collected 136 responses from the employees. Discriminant analysis was used to assess differences in employee perceptions, while regression analysis was applied to evaluate the influence of organizational drivers on work–life balance.

Findings: The findings indicate that employees face challenges such as limited recovery time, inflexible working hours, continuous digital connectivity, and moderate organizational support, which significantly affect their work–life balance. Organizational drivers including job conditions, task pressure, employee motivation, workplace relations, and role clarity were found to play a crucial role in shaping employees' work–life experiences.

Conclusion: The study concludes that enhancing work–life balance at Hetero Drugs requires employee-centric initiatives such as reasonable working hours, structured breaks, clear role definitions, supportive leadership, and improved motivational practices. Strengthening organizational support systems, promoting flexible work arrangements, and fostering a healthy

work culture are essential for sustaining employee well-being, increasing productivity, and ensuring long-term organizational effectiveness.

Keywords: Digital Boundaries, Organizational Drivers, Perceived Support Recovery Time, Support Systems, Work Culture, Work Flexibility.

INTRODUCTION

The pharmaceutical industry is one of the most vital and rapidly evolving sectors of the global economy, playing a critical role in the research, development, production, and distribution of life-saving medicines. The industry is characterized by high levels of scientific specialization, strict regulatory frameworks, intense competition, and continuous innovation. Employees working in this sector are often required to operate under demanding conditions, including tight deadlines, long working hours, and high performance expectations. These challenges make the management of employee well-being and work–life balance (WLB) increasingly important for sustaining productivity, job satisfaction, and organizational effectiveness.

Work–life balance refers to an individual's ability to effectively manage professional responsibilities alongside personal, family, and social commitments without experiencing excessive stress or conflict. In the pharmaceutical industry, achieving work–life balance can be particularly challenging due to the nature of work that involves complex research activities, quality compliance requirements, and continuous operational demands. An imbalance between work and personal life may lead to physical exhaustion, mental stress, reduced job satisfaction, and burnout, ultimately affecting employee performance and organizational outcomes. Consequently, organizations within the pharmaceutical sector are increasingly recognizing the importance of adopting supportive workplace practices that promote balance and well-being.

Closely associated with work–life balance is the concept of Quality of Work Life (QWL), which represents the overall quality of an employee's work experience. QWL is a multidimensional construct encompassing intrinsic factors such as job satisfaction, meaningful work, recognition, and opportunities for professional growth, as well as extrinsic factors including working conditions, compensation, organizational support, leadership style, and work–life balance initiatives. In pharmaceutical organizations, these dimensions collectively influence employees' perceptions of their roles and their ability to maintain a healthy balance between work and personal life. Factors such as job security, safe and healthy work

environments, manageable workloads, and opportunities for career development play a significant role in shaping employees' work–life experiences.

Employee well-being is of particular importance in the pharmaceutical industry, which is fundamentally dedicated to improving human health. This commitment to health must extend to employees by ensuring safe working conditions, minimizing occupational hazards, and addressing both physical and psychological well-being. A supportive organizational culture that values employee welfare fosters higher levels of motivation, engagement, and commitment. When employees feel supported by management and perceive that their organization genuinely cares about their well-being, they are more likely to develop a sense of belonging and loyalty toward the organization.

Furthermore, organizations that prioritize work–life balance and employee well-being tend to cultivate a positive organizational culture marked by trust, collaboration, and effective communication. Such an environment enhances teamwork, improves decision-making, and contributes to higher operational efficiency. In the competitive pharmaceutical industry, these factors also help organizations attract and retain skilled professionals, thereby strengthening their human capital and long-term sustainability. Therefore, understanding work–life balance and its determinants within the pharmaceutical industry is essential for designing effective organizational strategies that promote employee well-being while achieving organizational goals.

REVIEW OF LITERATURE

Name & Year	Focused Point	Methodology	Findings	Conclusion
Madeeha Malik et al. (2016)	Pharmacists' perceptions of factors influencing work–life balance in Pakistan	Descriptive cross-sectional survey of 382 pharmacists; analyzed using descriptive and non-parametric statistics (SPSS)	Workplace culture, workload, social support, and job satisfaction were key contributors to WLB	Long-term strategic policies are necessary to improve retention and address workforce needs
Ramjanul Ahsan et al. (2016)	Relationship between WLB, age, and	Quantitative study; 233 employees; SPSS analysis; job	Younger employees valued WLB more; job experience	WLB is equally important for both genders;

	retention in Bangladesh pharmaceutical industry	experience as moderator	moderated WLB–retention link; no gender difference	findings limited to Bangladeshi context
Mohamed Mousa (2018)	Effect of responsible leadership on WLB among female pharmacists in Egypt	Quantitative survey; 230 female pharmacists	Ethical leadership, stakeholder involvement, and role modeling positively influenced WLB	Responsive leadership and flexible arrangements are essential in public healthcare
Chayanan Kerdpitak & Kittisak Jermsittiparsert (2020)	Workplace stress, WLB, and turnover intention in Thailand pharmaceutical industry	Quantitative design; SEM using Smart PLS 3; 277 valid responses	Workplace stress and WLB significantly affected turnover intention	Reducing stress and improving WLB are critical to minimize turnover
Alcides Bernardo Tello et al. (2022)	Challenges of WLB in globalized corporate environments	Conceptual and descriptive analysis	Long hours and heavy responsibilities increase burnout	Sustained imbalance leads to burnout; organizational interventions required
Joylyn Estrella et al. (2023)	WLB benefits and impact on satisfaction and psychological health	Quantitative survey; 138 valid responses; Cronbach's alpha 0.87	Flexible time common; home–work conflict frequent; minimal impact on psychological health	WLB outcomes are complex and not always directly linked to satisfaction
Tharushika Pathiranage et al. (2023)	Working environment, workload,	Empirical literature synthesis	Mixed findings; limited empirical	Identified research gap in combined

	WLB, and job satisfaction (SDG 8 alignment)		evidence in specific sectors	influence of variables; further empirical study needed
Esmaeel Soleimani et al. (2024)	WLB, physical activity, sleep quality, and health among pharmacists in Iran	Cross-sectional survey; 136 pharmacists; IPAQ, PSQI, GHQ-28	Low physical activity, poor sleep, and health issues; long hours and gender differences significant	Emphasized need for optimized schedules and wellness programs
Dhruba Lal Pandey et al. (2024)	Engagement drivers, WLB, and job performance in Nepal pharmaceutical sector	Cross-sectional survey; 384 respondents; PLS-SEM	Engagement predicted performance; WLB acted as mediator	WLB plays a critical mediating role in enhancing performance
Muna Barakat & Mohammed Sallam (2025)	Factors influencing job satisfaction and retention among pharmacy staff	Systematic review (PRISMA); 81 studies (2019–2024)	Burnout, workload, work conditions, compensation, and leadership affect retention	Policy reforms and improved workplace conditions are vital for workforce stability
Lauryn Rose Nanyanga (2025)	Effect of WLB on nurse retention in Kenya	Explanatory sequential mixed-methods; 263 respondents	WLB positively influenced retention; flexible scheduling key	Supportive organizational practices enhance retention and workforce resilience

RESEARCH GAP

Based on the reviewed literature, existing studies have predominantly examined work–life balance in the pharmaceutical and healthcare sectors by focusing on outcomes such as turnover intention, job satisfaction, employee retention, well-being, and job performance, often emphasizing individual stressors, leadership styles, health indicators, or demographic variables across diverse national contexts. While these studies provide valuable insights, they largely adopt a generalized or profession-specific perspective (e.g., pharmacists, nurses, marketing professionals) and offer limited empirical examination of organization-specific drivers shaping employees' work–life balance within a single pharmaceutical organization. Hence, a clear research gap exists in systematically analyzing "organizational drivers of work–life balance based on employee perceptions within a specific organizational context", leading to the present study titled *"Organizational Drivers of Work–Life Balance in the Pharmaceutical Industry: A Study of Employee Perceptions at Hetero Drugs."*

OBJECTIVE OF THE STUDY

1. To analyze employee perceptions of work–life balance across selected departments of Hetero Drugs.
2. To examine the influence of key organizational drivers on employees' work–life balance in Hetero Drugs within the pharmaceutical industry.

HYPOTHESIS OF THE STUDY

H0: There is no significant influence of key organizational drivers on employees' work–life balance in Hetero Drugs within the pharmaceutical industry.

SCOPE OF THE STUDY

The scope of the present study is confined to examining organizational drivers influencing work–life balance among employees working in the pharmaceutical industry, with specific reference to Hetero Drugs. The study focuses on employees from the Research & Development and Manufacturing and Production departments and analyses key organizational drivers such as task pressure, workplace relations, job conditions, employee motivation, and role clarity in shaping their work–life balance. The study aims to provide organization-specific insights that may assist Hetero Drugs in strengthening work–life balance practices and enhancing overall employee well-being and effectiveness.

RESEARCH METHODOLOGY

Research Design: The study adopted a descriptive and analytical research design to examine the organizational drivers influencing work–life balance among employees. This design facilitated both the description of existing work–life balance practices and the analysis of relationships between organizational factors and employee perceptions. It enabled a systematic and objective evaluation of the study variables.

Sampling Technique and Sample Size: A stratified random sampling technique was employed to ensure adequate representation of employees from the Research & Development and Manufacturing and Production departments. The study distributed 150 sample and considered 136, which are completely filled questionnaires. The sample size was determined to capture diverse perspectives across the selected departments. This approach enhanced the reliability and generalizability of the findings within the organization.

Data Collection: Primary data were collected through a structured questionnaire designed to measure employee perceptions of work–life balance and key organizational drivers. The questionnaire included items related to workload, flexibility, managerial support, and organizational policies. Responses were recorded using a standardized measurement scale to facilitate statistical analysis.

Statistical Tools and Techniques

Discriminant Analysis: Discriminant analysis was applied to identify significant differences in employee perceptions of work–life balance across departments. The technique helped in determining the variables that best discriminate between employee groups. This analysis provided insights into departmental variations in work–life balance perceptions.

Regression Analysis: Regression analysis was used to examine the impact of organizational drivers on employees' work–life balance. It enabled the assessment of the strength and direction of relationships between independent variables and work–life balance. The results helped identify key organizational factors influencing employees' work–life balance.

DATA ANALYSIS

The following section presents an analysis of employee perceptions of work–life balance across the selected departments of Hetero Drugs, based on the responses collected from the sample respondents.

Table – 1

Wilks Lambda of employee perception of work life balance

Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1 through 2	.858	30.527	12	.030
2	.960	22.814	5	.029

Source: Primary data

The Wilks' Lambda values indicate that employee perceptions of work–life balance differ significantly across the selected departments, as the chi-square values are statistically significant at the 5 per cent level ($p < 0.05$). The significance confirms that the data are suitable and adequate for further multivariate analysis to examine underlying perceptual differences among employees.

Table – 2

Structure Matrix of employee perception of work life balance

	Function	
	1	2
Recovery Time	.624*	
Support Systems	-.308*	
Work Culture	.083*	
Work Flexibility		.753*
Digital Boundaries		.400*
Perceived Support		.223*

Source: Primary data

The table presents the structure matrix of employee perception of work life balance across different departments of hetero drugs in pharmaceutical industry. The structure matrix reveals that Recovery Time (.624*) emerges as a major discriminating variable under the first function, indicating that employees experience insufficient opportunities for rest and recuperation during working hours, which limits their ability to recover and resume work effectively at Hetero Drugs. Support Systems (−.308*) and Work Culture (.083*) show weaker discriminating power, suggesting comparatively lower perceived organizational support and limited influence of workplace culture on differentiating employee perceptions of work–life balance. Under the second function, Work Flexibility (.753*) records the highest discriminant score, clearly

reflecting that employees frequently work beyond prescribed hours and are unable to take even short breaks during the workday. Digital Boundaries (.400*) and Perceived Support (.223*) further indicate challenges related to constant connectivity and moderate organizational support, contributing to blurred boundaries between work and personal life. Overall, the findings conclude that inadequate recovery time and limited work flexibility are the most critical factors influencing employee perceptions of work–life balance, highlighting the need for organizational interventions focused on scheduling, break policies, and boundary management.

The following section analyzes the influence of key organizational drivers on employees' work–life balance in Hetero Drugs to test the proposed research hypothesis.

H_0: There is no significant influence of key organizational drivers on employees' work–life balance in Hetero Drugs within the pharmaceutical industry.

Table – 3

ANOVA of organisations drivers on employees work life balance in hetero drugs

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.518	5	14.704	19.527	.000[b]
	Residual	98.643	131	.753		
	Total	172.161	136			

Source: Primary data

The ANOVA results indicate that the regression model is statistically significant ($F = 19.527$, $p < 0.001$), demonstrating that the organizational drivers collectively have a significant influence on employees' work–life balance at Hetero Drugs. The significance of the model confirms the adequacy of the data and supports proceeding with detailed regression analysis to examine the individual impact of each organizational driver.

Table – 4

Coefficients of organisations drivers on employees work life balance in hetero drugs

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	4.571	.341		13.407	.000
	Task Pressure	5.155	.634	.176	8.131	.015
	Workplace Relations	4.076	.561	.088	7.266	.011
	Job Conditions	7.177	.626	.221	11.465	.004
	Employee Motivation	6.239	.638	.271	9.779	.000
	Role Clarity	3.246	.553	.302	5.870	.000

Source: Primary data

The table presents the regression coefficients of organizational drivers influencing employees' work–life balance at Hetero Drugs and shows that all selected drivers have a statistically significant impact. The results indicate that Job Conditions (B = 7.177, p = 0.004) record the highest coefficient value, reflecting that employees face high work pressure, unequal treatment, and inadequate equipment and facility support, which strongly disrupt their work–life balance. Employee Motivation (B = 6.239, p = 0.000) and Task Pressure (B = 5.155, p = 0.015) further reveal that lack of motivation, recognition gaps, and excessive workload intensify conflicts between work and personal life. Additionally, Workplace Relations (B = 4.076, p = 0.011) and Role Clarity (B = 3.246, p = 0.000) indicate that interpersonal issues and unclear job responsibilities contribute to stress and imbalance among employees. The findings conclude that organizational drivers significantly influence employees' work–life balance, leading to the acceptance of the alternative hypothesis, and suggest future organizational initiatives aimed at improving job conditions, strengthening motivation systems, clarifying roles, and managing workload to enhance sustainable work–life balance. *Therefore, There is a significant influence of key organizational drivers on employees' work–life balance in Hetero Drugs within the pharmaceutical industry.*

FINDINGS OF THE STUDY

1. The findings resulted that Recovery Time (.624*) is a strong discriminating factor, indicating that employees lack sufficient rest and recuperation periods during working hours, which negatively affects their ability to sustain work performance and balance personal life.
2. The data found that Work Flexibility (.753*) records the highest discriminant value, reflecting that employees frequently work beyond scheduled hours and are unable to take regular short breaks, leading to pronounced work–life imbalance.

3. The findings resulted that Digital Boundaries (.400*) significantly influence employee perceptions, suggesting that constant connectivity and after-hours work communication blur the separation between work and personal life.
4. The data found that Perceived Support (.223*) plays a moderate role, indicating that employees perceive limited organizational backing for maintaining work–life balance across departments.
5. The findings resulted that Support Systems (−.308*) exhibit weak and negative discriminating power, implying that existing support mechanisms are either inadequate or unevenly experienced by employees.
6. The data found that Work Culture (.083*) has minimal influence on differentiating perceptions, suggesting that workplace cultural practices currently contribute least to employees' perceived work–life balance.
7. The findings resulted that Job Conditions (B = 7.177) emerged as the most influential organizational driver, indicating that high work pressure, unequal treatment, and inadequate equipment and facilities significantly disrupt employees' work–life balance at Hetero Drugs.
8. The data found that Employee Motivation (B = 6.239) has a strong and significant impact on work–life balance, suggesting that lack of recognition, limited growth opportunities, and insufficient motivational practices intensify employees' work–life conflicts.
9. The findings resulted that Task Pressure (B = 5.155) significantly affects employees' work–life balance, revealing that excessive workloads and demanding job targets reduce employees' ability to manage personal and professional responsibilities effectively.
10. The data found that Workplace Relations (B = 4.076) play a meaningful role in influencing work–life balance, indicating that interpersonal conflicts and limited collegial support contribute to stress and imbalance among employees.
11. The findings resulted that Role Clarity (B = 3.246) significantly influences work–life balance, reflecting that unclear job roles and overlapping responsibilities increase confusion and psychological strain at work.

LIMITATIONS OF THE STUDY

1. The study is confined to employees of Hetero Drugs, which limits the generalizability of the findings to other pharmaceutical companies or different industrial sectors with varying organizational cultures and policies.

2. The research focuses only on the Research & Development and Manufacturing & Production departments. Employees from other departments such as HR, Marketing, Quality Control, and Administration were not included, which may restrict a comprehensive understanding of work–life balance across the organization.
3. The study is conducted within a single organizational location, and regional or cross-cultural differences within the pharmaceutical industry are not examined.
4. The research adopts a cross-sectional design, capturing employee perceptions at a single point in time, thereby limiting the ability to observe changes in work–life balance over time.
5. Data were collected using structured questionnaires, which may be influenced by social desirability bias, personal perceptions, and response bias.

CONCLUSION OF THE STUDY

The present study concludes that work–life balance among employees at Hetero Drugs is significantly shaped by both organizational drivers and employee perceptions, highlighting structural and managerial challenges within the pharmaceutical work environment. The analysis reveals that limited recovery time, inflexible working hours, constant digital connectivity, and moderate organizational support adversely affect employees' ability to balance professional and personal responsibilities. The study reveals that Organizational factors such as demanding job conditions, high task pressure, insufficient motivation, strained workplace relations, and lack of role clarity further intensify work–life imbalance among employees. These findings emphasize the need for Hetero Drugs to adopt employee-centric policies that prioritize reasonable working hours, structured break schedules, and clear role definitions to reduce occupational stress. The organization should also strengthen motivational practices, improve workplace relationships, and promote supportive leadership to foster a healthier work culture. Overall, implementing flexible work arrangements, boundary management practices, and well-being initiatives will enable Hetero Drugs to enhance sustainable work–life balance and improve employee satisfaction, productivity, and retention.

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