

A Case Study: Work Life Balance of Employees in Apitoria Pharma Private Limited

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Abstract

The paper looks into the work-life balance (WLB) of workers in Apitoria Pharma Private Limited, one of the leading pharmaceutical manufacturing firms that have been under high performance pressure, regulatory demands, and stringent production schedules. The study examines the ways in which employees juggle between their work and personal life in a stressful work setting and evaluates organizational policies that enable or inhibit such a balance. The paper will emphasize the correlation between workload, managerial support, emotional intelligence, and job satisfaction based on the principles of Human Resource Management (HRM) and Quality of Work Life (QWL). Primary and secondary data were used in the analysis of the perceptions of flexibility, stress, and satisfaction to the employees in the different departments. The results indicate that the employees encounter the problems of excessive working hours, tight schedules, and lack of managerial compassion that lead to stress, loss of motivation, and decreased job satisfaction. Moreover, the work-family conflict is exacerbated by gender differences and lack of wellness strategies and programs. The study finds that advancing work-life balance by means of flexible work arrangements, wellness programs as well as enabling leadership is not just an employee welfare action but a strategic progressive requirement to a sustainable growth and retention. The adoption of these initiatives could assist Apitoria Pharma to boost the morale, productivity, and commitment of the employees besides nurturing well-being and a culture of resiliency.

Keywords: Human Resource Management, Work-Life Balance, Pharmaceutical Industry, Employee Well-Being.

Introduction

The Human Resource Management (HRM) has become a very essential department in contemporary organisations, which deals with acquiring, developing, motivating, and retaining of employees in order to realize organizational objectives. With the increasing complexity and competitiveness of organizations, HRM practices have developed to be more diverse and extended to administrative processes, employee welfare, engagement, and work-life balance (Afsar, 2014). The main idea about HRM is to fit individual goals with that of the organization by creating an environment that positively affects performance and well-being. HRM incorporates several sub-functions that include recruitment and selection, training and development, performance appraisal, compensation and benefits, and employee relations all of which have effects on the overall quality of work life (QWL), and employee satisfaction (Ahmadnejad, Hassani, Sepchrian Azar, and Shojaiee, 2012).

Work-life balance (WLB) is a concept that has attracted much attention in the modern organizational environment. It is the skill of an employee to balance both professional and personal duties in a proper way. In the modern time of globalization, digitalization, and technological progress, workers are becoming more and more confused about the possibility of distinguishing between work and personal life (Emre & De Spiegeleare, 2021). The emergence of remote working, flexible work hours, and virtual communication means that employees are now available to the employer and customers around the clock, resulting in the resulting lack of boundaries between the work and the home. Thus, there is a lack of work-life balance that leads to stress, burnout, absenteeism, and job dissatisfaction (Silaban and Margaretha, 2021).

Such a situation has made work-life balance especially acute in the sectors where the levels of pressure and working hours are extremely high, like the pharmaceutical sector. There is a high level of quality requirements, research work, and regulatory compliance problems that make employees in pharmaceutical companies work beyond the normal working hours. Under these circumstances effective work-life balance practices will not only increase employee well-being but also lead to an improved production, creativity as well as loyalty to the organization. Workers that feel a balance between their personal and professional spheres are more motivated, less likely to burnout, and more dedicated to organization success (Lestari and Margaretha, 2021).

It is highlighted in literature that work-life balance is related to job satisfaction, emotional intelligence and work life quality. Abdollahi and Pour-Moazzen (2013) argue that emotional intelligence is a major factor that determines the capacity of employees to deal with work stress and personal needs. Given high level of emotional intelligence, employees are able to handle stress, resulting to the work life being of a better standard. On the same note, Ahmadnejad et al. (2012) compared working life quality with emotional intelligence and found that the two have a strong correlation with job satisfaction and organizational commitment.

Bharathi, Umaselvi and Senthil Kumar (2011) performed a study on college teachers in India and found that institutional support and interpersonal relations greatly affected the perception of QWL. At the academic

level, Bindu Jain and Yashika (2014) emphasized the importance of healthy work-life balance in helping an individual to be effective in the workplace, healthy, and satisfied with their family. Their result is consistent with Abdulkadir Mohamud Dahie, Mohamed, and Khalif (2017), who examine the influence of factors on the QWL of lecturers in Somalia and discovered that workload, administrative policies, and flexibility were influential factors in the employee satisfaction and balance.

Work-life balance in the corporate world is now becoming an element of HRM. Emre and De Spiegeleare (2021) showed that the mediating role of autonomy and flexibility is important for improving employee commitment and alleviating commuting-related stress. They highlight in their research that companies who have flexible work arrangements have increased employee engagement and productivity levels. Equally, the researchers noted that work-life balance is an essential consideration that millennials and younger professionals consider when deciding on job satisfaction and retention (Silaban and Margaretha 2021). With this kind of recognition, then it is likely that more organizations will attract and retain talented employees.

Within the framework of pharmaceutical companies such as Apitoria Pharma Private Limited, an effective working-life balance is even more essential since the work operations are often characterized with production schedules, pressure of research and development, and deadlines by the regulatory bodies. Lack of balance may result in exhaustion, mistakes and low morale among employees. Hence, to come up with policies that facilitate well-being and sustainability, there is a need to comprehend the work-life dynamics of employees in this sector.

Statement of the Problem

This has become difficult especially with the growing needs of the contemporary workplace where employees are expected to strike their right balance between work and family life. The pharmaceutical industry is the field where the precision and the deadlines, the compliance is an essential factor, the employees may face the long working time, the significant working load, and the high level of stress, which negatively impact their personal life and well-being. The employees in Apitoria Pharma Private Limited should comply with high standards of operation and quality, and this can cause work pressure and decrease job satisfaction. Although the work-life balance was acknowledged as an effective tool of improving employee morale, productivity, and retention, there exists no organized knowledge on how the employees in the pharmaceutical industry balance these conflicting forces. Consequently, the purpose of the study is to analyse nature and scope of work-life balance within the employees of Apitoria Pharma Private Limited, determine what factors affect work-life balance and check whether current organizational policies can sustain a healthy balance between work and personal life.

Significance of the study

The current research about the Work-Life Balance of the Workforce in Apitoria Pharma Private Limited has great academic, organizational, and social importance. Scholarly it provides the growing literature in the field of human resource management and employee well being by offering empirical data in the pharmaceutical industry where limited research has been done in an Indian context. Organizational perspective, the results

will enable Apitoria Pharma Private Limited to comprehend the effect of work-life balance on employee satisfaction, employee performance, and employee retention. The lessons learned during this course can help the management design appropriate HR policies like flexible work schedules, stress management interventions and wellness programs to facilitate a healthier working culture. In addition, determining the correlation between demographic variables and work-life balance will help the organization to create selective interventions to different groups of employees. Socially, the study highlights the significance of having professional balance coupled with personal and family life which helps in enhancing better mental health, family relations and better quality of life among employees. Finally, the study will serve to raise awareness among the employers and the employees concerning the benefits of attaining optimal work-life balance in the long-term perspective of a sustainable organizational development and personal wellness.

Review of Literature

Work Life Balance (WLB) has been generally defined as the degree to which one is equally involved in, and equally content in, work roles and non- work roles. In HRM literature, WLB is usually discussed in conjunction to Quality of Work Life (QWL), which is a broad notion that encompasses job contents, involvement, career advancement, equitable wages, managerial support, and emotional health. Empirical studies associate QWL with attitudinal and behavioural consequences including satisfaction, commitment, low turnover intention (Afsar, 2014). Experiments in the influence of emerging-economy settings emphasize that WLB is not only a package of benefits, but a strategic HR mechanism that hedges against the stressors occurring due to the increasing workload, growing digital connectivity, and longer hours.

One of the general strands in literature is the use of emotional intelligence in managing role demands among the employees. Abdollahi and Pour-Moazzen (2013) established that EI is positively related to QWL, which means that self-awareness, self-regulation, and empathy help the employees to deal with stressors and balance between the role at work and the role in personal life. Complementary to this, Ahmadnejad, Hassani, Sepehrian Azar, and Shojaiee (2012) found a relationship between EI and QWL and job satisfaction and organizational commitment to imply a capability context interaction; individual abilities (EI) are strongest when integrated into the work system that supports work-family demands.

The research in the fields demonstrates that the WLB practices can bring actual benefits. Afsar (2014) discovered that strengthened QWL is an indicator of increased organizational commitment in academicians, which is in line with the general HRM perspective where supportive climates develop affective attachment with the organization. The mechanism in corporate environments tends to be facilitated by autonomy, schedule regulation, and commute stress alleviation, which enhance well-being and enhance commitment (Emre & De Spiegeleare, 2021). On the other hand, a lack of balance increases the turnover intention and is especially prevalent in younger groups (Lestari and Margaretha, 2021). The connection between WLB and job satisfaction and retention is also reported in studies of Indonesian millennials, which show the importance of flexibility to talent markets of a generational diversity (Silaban and Margaretha, 2021).

The initial WLB/QWL activities in South Asia focused on schools. According to Bharathi, Umaselvi, and Senthil Kumar (2011), institutional support and colleagues influenced the perception of QWL among teachers, whereas Bindu Jain and Yashika (2014) emphasized the significance of WLB in academic settings in terms of mental health and productivity. Going further to Africa, Abdulkadir Mohamud Dahie, Mohamed, and Khalif (2017) found workload, administrative policies, and flexibility to be significant in the determination of QWL among lecturers in Somalia. These studies collectively validate the generality of WLB-outcomes relationships in cross-cultural contexts, however also reveal contextual gaps: Relatively under-represented, but with unique pressures, are private and R&D intensive industries, including pharmaceuticals: regulatory compliance, quality assurance cycles, batch-based deadlines and cross-functional coordination.

Synthesis and Identified Gaps to Pharma Context.

- The literature develops strong relations between WLB, QWL, satisfaction, commitment, and retention in education and service industries. Nevertheless, Apitoria Pharma Private Limited still has three gaps that are still applicable:
- Industry Specificity: Scant empirical research on WLB in Indian based pharmaceutical firms which have a history of chronic time pressure due to GMP compliance, validation cycles, and audit preparedness.
- Multi-Level Integration: Limited literature have evaluated individual resources (EI), job design (autonomy, schedule control), and organizational policies/culture (flexible work, wellness, supervisor support) together in the same model to the pharma operations.
- Demographic Heterogeneity: The less consistent results on the moderating position of age, gender, education, tenure, and function (e.g., Production/QC vs. R&D/Regulatory) necessitate stratified analyses to inform future interventions.

Case-Based Objective

The Work-Life Balance of Employees in Apitoria Pharma Private Limited case study tries to research how apothecaries in a pharmaceutical manufacturing setting tackle the requirements of the employment and their own and family familial commitments. As a fast-growing organization with ongoing production cycles, high quality requirements, and compliance with mandatory standards and regulations, Apitoria Pharma is a perfect location to consider the practical issues of work-life balance.

Identification of the Problem and Significant Problems in Apitoria Pharma Private Limited.

The business environment is now competitive and changing fast and due to this, effective work-life balance (WLB) has been one of the most important issues of concern to both the organization and employees. High pressure, a high level of compliance, constant innovations, and tight production schedules are also the features of the pharmaceutical industry, especially. In this setting, Apitoria Pharma Private Limited, which is a developing company in the pharmaceutical manufacturing industry, encounters various issues associated with employee welfare and work-life balance. In as much as the organization has established itself as a quality-driven organization, its human resource practices have not fully incorporated the work-life balance concept in

day-to-day operations. The section determines the main problems and issues that arise as a result of the case study of employees that work in different departments of the company.

1. Extra Long Hours and Work Overload.

The long working hours and the level of workload is among the most notable problems that were discovered throughout the study. The workers in the production, quality assurance and research departments complain that they have to work longer hours because of the nature of factory production and the necessity to follow compliance requirements. The demand to fulfill production goals and meet deadlines set by the regulation bodies frequently leads to cases when employees have to work outside of the usual hours. As a result, they are physically exhausted, sleep deprived, and stressed psychologically. The long working hours also deny the employees time to attend to other obligations leaving them frustrated and out of balance between work and family. Under those conditions, the prolongation of these circumstances can result in burnout and decreasing productivity, and these conclusions resonate with the results of Emre and De Spiegeleare (2021), who found that work demands leading to exhaustion destroy the commitment and well-being of employees.

2. Absence of Flexibility and Rigors in Work Schedule.

The second significant concern is that of inflexibility of work arrangements. The company is mostly working under the fixed shift routine and workers lack the freedom to manage their work hours depending on their needs and family requirements. As digital technologies and the possibility of working remotely become common in most industries, Apitoria Pharma continues to be guided by a conservative on-site approach in which all employees are to be physically present at the workplace. Although the specifics of pharmaceutical manufacturing require certain degree of fixed scheduling, the hybrid or flexible solution can be applied to other departments, like HR, accounts, and administration. Nevertheless, these choices are not available as yet, which makes the staff members rather discontented as they cannot reconcile between their personal and work-related duties. This inflexibility in the working schedule lowers employee motivation and leads to absenteeism, which is consistent with the findings of Lestari and Margaretha (2021) on the significance of flexibility in the context of generational rationale with work satisfaction.

3. Lack of Managerial Support and Communication Loop holes.

The other problem that has happened several times is the lack of management support and communication on the welfare of the employees. Technical and production leaders are more inclined to focus on the output and efficiency rather than on the personal situations of the staff. This has led employees to complain that their demands to change their schedules or take time off are perceived to mark their lack of commitment. This ignorance is one of the reasons why a culture of fear and silence has developed where employees fear to express their grievances. The morale of employees is significantly greater in the departments where the supervisors show empathy and flexibility. This difference may indicate that the leadership style is a determining factor of the work-life experience of the workers- an opinion echoed by Silaban and Margaretha (2021) who observed that a supportive management is an important factor in enhancing job satisfaction and retention.

4. Work Family Conflict and Emotional Stress.

The work family conflict is witnessed among a significant percentage of the Apitoria Pharma workforce, particularly those with children, those in a dual career, or those who engage in caring. Lack of involvement in family activities, the inability to address children in terms of their educational requirements, and personal health leads to emotional burnout. The net result of the ongoing stress is irritability, lack of concentration and deteriorating inter-personal relationships at the workplace. This result coincides with Afsar (2014) who highlighted that an unsolved work-family conflict is one of the primary predictors of low quality of work life and poor organizational commitment. Employees often mentioned about the necessity of relaxation areas, counseling service and mental health services which are not provided at the moment in the company.

5. Poor HR Policies toward employee welfare.

Although Apitoria Pharma has established some basic welfare like medical cover, leave benefits, and employee insurance, it has not introduced any wellness and stress management programs. The HR department is more of an administrative compliance, as opposed to initiating well-being programs. Employee assistance programs (EAPs), regular health camps, and recreation based engagement activities are not in place. More so, performance management systems are more output oriented where minimal emphasis is laid on employee satisfaction or mental health indicators. This kind of approach indicates disparity between the organizational objectives and the human-centric HR practices. The same issues were also advanced by Abdollahi and Pour-Moazzen (2013) who determined that emotional intelligence and well-being are key factors in maintaining employee performance.

6. Gender Inequality and Departmental difference.

Gender differences and departmental differences in the work-life balance perceptions are also present in the study. Women workers, especially those who have family and child care obligations, find it harder to cope with work life as schedules are too strict and the workplace does not have any facilities like childcare center or family maternity leaves. The production and quality control departments have been observed to be more stressing than HR or the finance department due to rotational shifts and readiness to be audited at any time. Such differences are a pointer that a single HR policy size is ineffective. Intervention should be tailored to meet the specific needs of various departments and groups of workers.

7. Job Dissatisfaction and Dissatisfaction Issues.

Due to these struggles, the level of employee satisfaction has reduced and both junior and mid-level turnover intentions have also risen. A number of employees view the organization as a performance based organization but not a people organization and this undermines their emotional attachment towards the organization. The absence of flexibility, low engagement, and proper communication with management result in high levels of stress and consequent absenteeism. Motivation is further destroyed by the unappreciation of the efforts to sustain quality and compliance. All these problems pose a risk to the organization being unable to retain talented employees, a trend that is similar to what Abdulkadir Mohamud Dahie, Mohamed, and Khalif (2017) found, who correlated poor work-life support with elevated turnover rates in universities.

Discussion Results

The work-life balance of employees at Apitoria Pharma Private Limited has been discussed and it was found that the workforce at the company is majorly challenged by the lack of balance between work and personal lives. Due to the busy and hectic nature of pharmaceutical work, with its tight production cycles, quality checks, and regulations, long working hours and workloads are a common occurrence. This sustained pressure, according to the employees, leaves them with little time to themselves and this leads to physical exhaustion, stress and emotional exhaustion. The inflexibility of the work arrangements, which is also combined with the traditional fixed-shift system, also limits the autonomy of the employees and their capacity to balance their family and social life. This data indicates the urgency of the organizational changes to minimize the intensity of workloads and impose friendly scheduling policies on employees.

The other significant result of the discussion focuses on the issue of managerial support and workplace culture. Perceptions of work-life balance among the employees have close connections with how the employees are treated by the department heads and supervisors. Employees express greater satisfaction and motivation in departments where leaders are emphatic, open, and flexible. On the contrary, staff in their workplaces is more stressed and disengaged in places where management is strict and output-oriented. This means that employee morale and retention of employees is largely dependent on the leadership style of the company. Moreover, there are no designed wellness programs or counseling support in the organization, which contributes to the further increase in the stress levels and makes the employees deal with work-related pressures independently. Stress management workshops, wellness programs and training of supervisors on emotional intelligence might help to establish a better working environment.

Lastly, the findings demonstrate emerging issues of work contentment, gender gaps, and turnover in the firm. Women workers especially with care giving responsibilities have further problems regarding the balancing of work and home life since most of the working policies are not supportive like flexible working schedules or child care services. The job satisfaction levels are evidently dropping across all departments, and some employees are willing to pursue work in organizations that have favorable work-life and employee welfare practices. When these problems are not managed, the organization will lose talented employees and suffer reputation as an employer. Thus, it is highlighted in the discussion that encouraging culture of balance between work and life is not a welfare program but a strategic project to ensure the long term sustainability of Apitoria Pharma. The adoption of a people-focused HR strategy, promotion of empathy in managers, and flexibility will reinforce productivity and engagement on the one hand, as well as the overall organizational performance.

Summary

The Apitoria Pharma Private Limited case study shows that the firm is highly efficient both technically and operationally but it has serious human resource issues concerning work life balance of the employees. The main issues that were found are the overworking, inflexible work schedules, inflexibility, low management

support, absence of HR wellness programs, gender gaps, and turnover intentions are increasing. All these aspects lead to the atmosphere of stress, discontent, and emotional exhaustion.

To resolve these concerns, the HR strategy should be very flexible, employee-centered, and focus on well-being. Structured wellness training, frequent stress management interventions, leadership training that is supportive, and options of flexible schedules would enable the company to shift towards a healthier work culture. With the alignment of the HR policies to the work-life balance principles, Apitoria Pharma will be able to increase employee satisfaction, improve retention, and maintain the organization performance in the long term.

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