

Research Paper

Digital Transformation in Sustainable Management: Sales Employees' Work–Nonwork Balance, Health, and Quality of Life

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ABSTRACT

Work–nonwork balance, health behaviors, and quality of life are important elements of employee well-being, especially for sales employees who often face heavy workloads, extensive travel, and irregular schedules. The study analysed the relationships among work–nonwork balance, health behaviors, and quality of life in sales employees within the education sector, it also explores digital transformation practices and its influence on these factors. Data collected through structured questionnaires were analyzed using correlation and regression techniques. The results showed that better work–nonwork balance was significantly related with health behaviors and higher quality of life, while imbalance was associated to decreased health behaviors and reduced quality of life. Statistical Analysis revealed that the use of CRM softwares creates a significant difference in quality of life of the employees, emphasizing the importance of digital transformation in sales sector. The research findings highlight the importance of integrating digital solutions into sustainable management strategies to promote employee health, productivity, and work–nonwork balance in the education sector.

Keywords: *Work–nonwork Balance, Health Behaviors, Employee Well-being, Quality of life, Digital Transformation, Education Sales Employees*

Every business is built on the act of selling, which relies on the skill of communication and acts as a critical link between an organization and its clients. The interpersonal relationships that are created between the seller and the buyer will determine how well this exchange of ideas turns out.

The sales industry puts a lot of pressure on its employees, frequently asking them to juggle multiple obligations at once personal, familial, and professional. It can be challenging to maintain this precise balance, which puts more stress and pressure on salespeople. They could be at risk of burnout as they work to meet sales goals, please customers, and take care of personal obligations. Prolonged stress and an overwhelming workload in sales professions can lead to sales burnout, which is characterized by tiredness, cynicism, and a diminishing sense of success. Because of the potential harm this phenomenon can do to an

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individual's health and productivity at work, it is critical that organizations address work-life balance issues and offer support to employees in order to prevent burnout.

People may experience stress due to various reasons, including the high demands of daily life, competitiveness at work, the pressure to meet deadlines, and unpleasant environmental circumstances. Similar to this, in every context, a variety of workplace conditions can cause stress in employees. (Esterina, M., Kusuma, P. J., & Saputra, I. J., 2023)

The previous research surrounding work-life balance has often progressed more quickly in scientific investigation, yet there is an increasing amount of research focusing on understanding the significance, assessment, and factors associated with achieving global balance in the work and nonwork aspects of the employees.

There are issues with work-life balance exploration since there is inconsistent definition of what part of an individual's life is not related to work. Researchers in this subject should embrace a more holistic view of life that goes beyond the conventional focus on juggling jobs with family responsibilities, given the evolving preferences and lifestyles of today's workforce. This more comprehensive perspective ought to cover a range of other non-work-related areas. (Vineetha Prakash, 2018)

At first, researchers defined balance as a general evaluation of the degree to which responsibilities at work and at home complement one another. Wayne et al. (2017) demonstrated that balance is not a single notion and that several measurements of balance cannot be utilized interchangeably. They distinguished between two often used measures, "balance satisfaction" and "balance effectiveness," both conceptually and empirically, demonstrating that they differ from one another as well as from work-family conflict and enrichment. Even after taking into consideration enrichment and conflict, each measure revealed a distinct association with the attitudes and behaviors of the workforce. This first data raises the possibility that balance is not a one-dimensional concept.

The "theory of role balance," put out by Marks and MacDermid, proposes that people ought to approach their various roles fairly and equally. This hypothesis holds that people who have a more balanced range of roles are generally less stressed, simpler to manage, have better overall health, and have more positive experiences within all of their roles. Work-nonwork balance, according to Greenhaus & Allen, is an assessment of an individual's ability to effectively manage and get satisfaction from both their work-related and non-work-related roles. (Greenhaus & Allen, 2011).

Casper et al. (2018) offered a thorough definition of balance based on a thorough analysis of the literature, dictionary definitions, and qualitative data on employees' perspectives. The term was defined as "Employees' evaluation of the favorability of their combination of work and nonwork roles, arising from the degree to which their affective experiences and their perceived involvement and effectiveness in work and nonwork roles are commensurate with the value they attach to these roles." Casper et al. (2018) use the term "work-nonwork balance" to encompass a broader spectrum of non-work roles beyond the familial sphere, such as community involvement, friendships, or personal pursuits, in contrast to many existing definitions or measures that primarily focus on balancing work and family responsibilities.

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According to Casper et al. (2018), balance should be assessed as a complex construct (affective, involvement, and effectiveness balance) as well as a unified, overall construct (referred to as global balance). Building on their methodology, we incorporate synonyms like fit, harmony, and integration to better define the term "combination of work and nonwork roles". In a broader sense, balance is specifically defined as the whole integration, coherence, alignment, or synchronization of one's roles in work and life outside of work.

Building upon the multidimensional framework introduced by Casper et al. (2018), each dimension is elaborated upon: affective balance is defined as "The perception that one experiences sufficiently pleasant emotions in work and nonwork roles commensurate with the value attached to those roles"; effectiveness balance is described as "The perception that one's effectiveness in work and nonwork roles is commensurate with the value attached to the roles"; and involvement balance is articulated as "The perception that one's involvement in work and nonwork roles is commensurate with the value attached to the roles".

Work-Nonwork Balance (WNB) has become a growing phenomenon due to a number of parameters. First off, the distinctions between personal and professional life have become more difficult to distinguish because of the increasing use of technologies. Second, in a 24/7 global economy, there is a growing demand for flexible work schedules. Thirdly, workplace policies frequently push workers to incorporate work into their personal time. These patterns align with increasing work densities, wherein the amount of work done surpasses the resources at hand, and fewer routes for alleviating work-related stress. Family life is further challenged by the fact that when professional responsibilities rise, personal demands either stay the same or rise. (Kerksiek et al. 2022)

Research indicates that employees' quality of life is eventually impacted by work-non balance. The term "quality of life" refers to a number of factors that impact a person's general wellbeing and satisfaction with their present circumstances. It includes societal relations, personal goals, mental and emotional well-being, physical health, and a sense of purpose in addition to basic material advancement. The ability to follow one's interests and objectives, have pleasant and satisfied times, and overcome obstacles with resilience are all components of a high quality of life. It is arbitrary and subject to wide variations among individuals depending on a range of factors comprising culture, values, beliefs, and life experiences.

It's crucial to maintain a healthy balance between an employee's personal and work life is for improving their Quality of Life (QoL). A study on this topic was done by Lewis (1997), who discovered that people nowadays are placing more and more focus on striking a healthy balance between their work, family, and leisure activities.

Saravanan and Ganeshkumar highlighted Negative work-related consequences are more likely to seep into an employee's personal life when they have more responsibilities at work. Because they bring work responsibilities into family life and create an unbalanced work environment, the increasing demands at home and at work might exacerbate stress. This implies that sustaining a healthy balance between work and personal life is essential to protecting employees' quality of life.

The interplay between professional life and other elements of life is becoming more complicated and difficult to navigate as expectations rise at work and at home. This results

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in people being less satisfied with their work-life balance, which could have an effect on their general quality of life. When evaluating quality of life, researchers are coming to recognize the importance of both subjective perceptions and objective life situations. Therefore, in order to have a thorough knowledge of quality of life, we take into account both objective measures and subjective assessments rather than sticking to a single theoretical framework.

Organizational and individual efforts to improve the equilibrium between work and non-work roles have the potential to improve overall life satisfaction and work-life balance satisfaction, which in turn can improve quality of life. This emphasizes how crucial it is for organizations to provide work-life balance policies top priority and make sure employees have enough tools at their service for managing their workloads well. (Szücs, S., Drobnič, S., den Dulk, L., & Verwiebe, R., 2011)

The approach in which a person regulates managing the demands of work and family has a significant impact on how effectively they balance work and personal life and how satisfied they are with their life and career as a whole. (Andersz, Czarnota-Bojarska, & Wojtkowska, 2018) Rigorous work schedules, high targets, approaching deadlines and extensive travel make it difficult for sales employees to maintain a healthy work-nonwork balance. This imbalance negatively affects their health behaviors.

Health behaviors can be defined as ‘overt behavioral patterns, actions and habits that relate to health maintenance, to health restoration and to health improvement.’ (Gochman, 1997) A health-conscious lifestyle includes engaging in health-oriented behaviours that protect and promote health and avoiding/eliminating risky behaviours that can cause immediate or longterm damage to health. (Woynarowska-Sołdan, M., Panczyk, M., Iwanow, L., Zarzeka, A., & Gotlib, J., 2018)

Health behaviour comprises of both health enhancing or health protective behaviours and health detrimental or health-risk behaviours. A range of behaviors are included in this such as smoking, alcohol consumption, diet, physical activity, sexual practices, medical consultations, medication adherence, health screenings, and vaccinations. (Conner, M., & Norman, P. (2017)

Work can have an impact on a person's behavior, stress levels, and free time. For example, it could make people less available for social and family connections, make them feel stressed even when they're not working, or affect how they behave at home. Both healthy and detrimental habits, including food, exercise, smoking, and alcohol use, can be impacted by these factors. While overworked employees may prioritize work above their health and have little time for exercise or cooking wholesome meals, sedentary employees may continue to be physically inactive in their personal lives. On the other hand, some people use unhealthy habits as coping techniques, such as smoking or drinking, to deal with the emotional and stressors of their jobs. (Fiona Jones, Gail Kinman, Nicola Payne, 2006)

Maintaining a work-nonwork balance will help the employees into opting for more positive health behaviors and a better lifestyle. According to the research, people are more likely to show signs of overall health, organizational commitment, work engagement, and decreased burnout and turnover when they have greater harmony between their work and nonwork roles and feel good about the roles they play. Organizations greatly benefit from these

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results. Additionally, better mental and physical health as well as higher-quality sleep are associated with being effective at juggling work and nonwork responsibilities. (Wayne, Vaziri and Casper)

According to the research, Employees' work-life balance and, consequently, their health-related behaviors are greatly impacted by their working environment. Given that most people spend a significant amount of their time at work, the workplace is crucial. Individual health behaviors may be impacted by working situations, according to research. In particular, stressful work situations may be linked to poor lifestyle choices including smoking, binge drinking, and not exercising. (Lee SY, Jung S, Lee W., 2022)

One of the significant disruptions in work-nonwork balance is caused by long working hours associated with the sales profiles. Long work hours (more than 8 hours a day or 40 hours a week) and shift work, including night and evening shifts, have been linked to harmful habits. This is brought on by physiological alterations and unhealthy coping strategies brought on by irregular sleep schedules, irregular circadian rhythms, and elevated stress levels in social and familial spheres. (Bushnell, Colombi, Caruso, Tak, 2010)

Research indicates that extended workdays present serious health hazards. Employees frequently eat more fatty and sugary foods as a coping mechanism for work-related stress from overtime. Additionally, because longer workdays provide less time for extracurricular activities, they may function as a deterrent to regular exercise. Taris, Ybema, Becker, Verheijden, Geurts, Kompier, 2011)

In addition to demanding more effort and extending exposure to work-related stressors, working overtime also cuts into the amount of time available for relaxation and recuperation. (Steptoe A, Wardle J, Lipsey Z, Mills R, Oliver G, Jarvis M, Kirschbaum C, 1998)

Therefore, health promoting behaviors and interventions can be helpful in maintaining work-nonwork balance as well as satisfaction with work. Kristen A. Horan (2018) provided certain interventions of mindfulness and self-compassion that have been effective in promoting health behaviors.

Hecht and Boies (2009) found that engaging in extracurricular activities including volunteering, sports, leisure, and exercise improves employee satisfaction, which in turn leads to improved well-being. According to LeCheminant and Merrill (2015), workers who regularly exercise, eat more fruits and vegetables, or get enough sleep are more likely to be satisfied with their jobs and perform better on them, as well as be less likely to miss work. As people complete their life goals through externally focused endeavors, they appear to establish a better balance between work and nonwork life, which appears to lessen work-nonwork conflict.

Numerous studies have examined the elements that favorably impact work-life balance and quality of life, including personal coping mechanisms and organizational policies like flexible work schedules. The utilization of digital tools and solutions to promote employee well-being is one of the crucial elements.

Businesses have implemented a range of digital initiatives to reduce stress and enhance work-life balance throughout the last ten years. These include remote work platforms,

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automation software, online counseling services, and mobile wellness apps. Numerous of these actions can, in fact, assist employees in managing pressure, according to recent studies. For instance, umbrella reviews indicate that digital interventions for mental health and stress management (like mindfulness, meditation, or cognitive-behavioral therapy apps) are generally successful in lowering workers' symptoms of stress, anxiety, depression, and burnout (Cameron, Mulvenna, et al, 2025). Researchers found that digital interventions had a significant positive impact on mental health outcomes, including stress and psychological well-being (Cameron, Mulvenna, et al, 2025).

The majority of randomized trials in a different study of "self-help" online programs for healthcare workers demonstrated beneficial effects on mental health and burnout (Aye, Tan, et al, 2024). When combined, these results imply that digital solutions might be a useful component of the plan to enhance the balance and standard of living of salespeople.

Several ways of digital solution are as follows:

- Mindfulness and stress-management apps - Working people have explored smartphone apps that offer cognitive behavioral therapy, relaxation techniques, or guided meditations. In one case, hundreds of workers participated in a major experiment that provided them with daily mindfulness meditation sessions using an app for eight weeks. The program users reported notable increases in well-being, less distress, and less job strain when compared to a control group. Even 16 weeks later, these participants' psychological well-being and levels of occupational stress improved, suggesting long-lasting impacts (Bostock, crosswell, Prather, Steptoe, 2020). Similar findings were made by another study of a health and wellness app, which discovered that regular usage of video CBT modules and breathing techniques significantly reduced users' stress levels over a six-week period (Asher, Ritholz, Horwitz, et al, 2024). These findings imply that when employees use digital interventions that are easy and available whenever they need them, stress levels might be significantly reduced.
- Wearable sensors and gadgets. Fitness bands and smartwatches can continuously track physical indicators of stress, such as heart rate or sleep patterns, and provide users with reminders to help them relax. Numerous smart device interventions resulted in notable decreases in stress, according to a scoping assessment of "wearables for stress management". In fact, according to 31 of the 40 analyzed research, utilizing wearable-assisted approaches (e.g., biofeedback exercises, guided breathing triggered by a wristband) significantly reduced stress (Ramirez, Vazques, Rodriquez, Lopez Et al, 2023). These technologies are helpful because they offer just-in-time assistance.
- Virtual Reality (VR) relaxation. Immersion virtual reality settings have been considered as innovative stress-reduction strategies. Before being randomly assigned to a 17-minute relaxation session, either with a VR headset or on a tablet (2D), employees in one exploratory study were given a brief stress-inducing assignment. During this time, they were led through breathing and visualization techniques. Following the relaxing session, participants in both the VR and 2D groups reported much lower levels of stress and unpleasant emotions (Michinov, Dodeler, Adams, 2024). Indeed, there was no discernible difference between the VR and non-VR settings, and stress levels decreased significantly from the pre-test to the post-test, suggesting that even non-immersive digital relaxation can be beneficial (Michinov,

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Dodeler, Adams, 2024). Users reported that VR relaxing was better and that they felt more "present".

- Flexible work technology. Beyond applications for wellbeing, information and communication technologies (ICTs) in general can enhance balance through flexible use. More control over the time and location of work is made possible by tools like project management software, video conferencing, and cloud collaboration platforms. Salespeople can more easily balance work and family time if they are given the option to log in remotely or use a scheduling software to plan their responsibilities. According to surveys, workers who are able to create their own schedules with the aid of digital planning tools typically express greater job satisfaction and a better balance between work and personal life. Remote work does have a drawback, too, in that it might result in a "always on" mentality in the absence of boundaries. As workers sought a higher quality of life during COVID-19, working from home really spiked according to recent reviews. However, this trend also led to an increase in screen time and sedentary behavior (Wells, Scheibein, Pais, et al, 2023). By using digital platforms to implement "digital curfews" (such as silent hours when notifications are off) and by employing analytics to track workloads, sales managers may mitigate this.
- AI and sales automation tools. Lastly, salespeople may have less regular strain as a result of the automation of sales procedures. Repetitive work that once took up hours of a salesperson's day can now be handled by automated CRMs, AI-driven lead scoring, and data-entry bots. Sales automation promises to reduce after-hours work and free up more time for high-value sales by emitting these duties. According to industry reports (such as those from CRM vendors), properly integrated sales-enablement systems not only increase revenue but also lower rep turnover and burnout. The theory is that when sales representatives have smarter tools, they spend more of their day on meaningful, productive work and less time on tiresome administrative tasks, this can boost morale and efficiency.

Although there is increasing evidence that WNB is associated with health behaviors and quality of life, empirical research explicitly looking at these associations among education sales professionals is conspicuously lacking. This occupational group is a useful setting for studying WNB because of the high-performance demands, erratic work schedules, and major role boundary issues they experience. In order to close this gap, the current study examines how WNB predicts health behaviors and quality of life in education sales personnel. By taking a multifaceted view of balance, this study aims to support both theoretical developments in WNB and useful tactics for enhancing worker well-being in high-demand sales settings.

METHOD

Research Design

The present study adopted a cross-sectional, correlational research design to examine the relationships between work–nonwork balance, health behaviors, and quality of life among education sales employees. Regression analyses were employed as part of the statistical approach to assess the predictive value of work–nonwork balance for health behaviors and quality of life.

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Participants

The sample consisted of 210 education sales employees working in various organizations across India. Inclusion criteria required participants to have a minimum of one year of full-time experience in education sales. The sample comprised 122 males (58.1%) and 88 females (41.9%), with ages ranging from 22 to 45 years. A purposive sampling method was used to ensure that only individuals meeting the study's criteria were included.

Measures

- **Work–Nonwork Balance.** Work–nonwork balance was assessed using the Work–Nonwork Balance Scale developed by Wayne, Vaziri, and Casper (2021), based on Casper et al.'s (2018) multidimensional framework. The instrument consisted of 20 items, with 5 items each for global balance, involvement balance, affective balance, and effectiveness balance. Items were rated on a 5-point Likert scale (1 = *Strongly disagree*, 5 = *Strongly agree*), with higher scores reflecting greater perceived balance between work and nonwork roles. The scale demonstrated high internal consistency in the present study ($\alpha = .89$).
- **Health Behaviors.** Health behaviors were measured using the Positive Health Behaviours Scale developed by Woynarowska-Soldan et al. (2018). This scale comprised 29 items across four subscales: nutrition, physical activity, relaxation and mental health behaviors, and preventive behaviors. Items were rated on a 5-point Likert scale, with higher scores indicating greater engagement in health-promoting activities. In this study, the scale demonstrated good reliability ($\alpha = .87$).
- **Quality of Life.** Quality of life was measured using the WHOQOL-BREF (World Health Organization, 1996), a 26-item instrument that evaluates four domains: physical health, psychological well-being, social relationships, and environmental quality. Each item was rated on a 5-point Likert scale, with higher scores indicating better perceived quality of life. The internal consistency in this study was excellent ($\alpha = .90$).

Procedure

Ethical approval for the study was obtained from the Institutional Ethics Committee of IIS (Deemed to be University). Education sales employees meeting the inclusion criteria were contacted through organizational HR departments and professional networks. The purpose of the study was explained to all potential participants, and informed consent was obtained. Data were collected using both online surveys and paper-based questionnaires, administered during non-working hours to minimize disruptions. Participation was voluntary, and responses were kept strictly confidential. Completion of the questionnaire took approximately 20–25 minutes.

Data Analysis

Data were analyzed using IBM SPSS Statistics (Version 26). Descriptive statistics were calculated for all study variables. Pearson's correlation coefficients were computed to examine relationships between work–nonwork balance, health behaviors, and quality of life. Regression analyses were then conducted to determine the predictive effects of work–nonwork balance on health behaviors and quality of life. Statistical significance was set at $p < .05$ for all analyses.

RESULTS

Table 1: Descriptive Statistics for Study Variables (N = 210)

Variable	M	SD	α
Work–Nonwork Balance	71.60	10.50	.79
Health Behaviors	64.20	9.80	.74
Quality of Life	75.92	13.00	.81

Table 1 presents the descriptive statistics and internal consistency coefficients for the study variables. Education sales employees in the sample reported moderately high work–nonwork balance ($M = 71.60$, $SD = 10.50$) and quality of life ($M = 75.92$, $SD = 13.00$), along with relatively frequent engagement in positive health behaviors ($M = 64.20$, $SD = 9.80$). Cronbach's alpha values ranged from .74 to .81, indicating acceptable to good internal consistency for all measures. These results suggest that the scales used were reliable in capturing the intended constructs within this occupational group.

Table 2: Use and Types of CRM Software Among Education Sales Employees (N = 210)

CRM Software Usage	Frequency (n)	Percentage (%)
Use CRM Software (Yes)	134	63.8
Do Not Use CRM (No)	76	36.2

Table 2 indicates that nearly two-thirds of education sales employees reported using a CRM (63.8%), indicating substantial digitalization within the sector. This penetration warranted the exploratory QoL comparison between users and non-users reported in the Results and supports positioning CRM adoption as a relevant contextual variable for well-being research.

Table 3: Types of CRM Software Used (Yes only, n = 134)

CRM Platform	Frequency (n)	Percentage (%)
Salesforce	48	35.8
Zoho CRM	42	31.3
HubSpot	26	19.4
Freshsales	12	9.0
Other CRMs	6	4.5

Among CRM users, platform uptake was concentrated in Salesforce and Zoho CRM (together 67.1%), with HubSpot and Freshsales comprising most of the remainder. The mix of global and India-origin solutions suggests heterogeneous implementation contexts (e.g., cost, integration ecosystems, team size), which future work could examine in relation to health behaviors and quality of life.

Table 4: Pearson's Correlation Coefficients Between Study Variables (N = 210)

Variable	1	2	3
1. Work–Nonwork Balance	—		
2. Health Behaviors	.51**	—	
3. Quality of Life	.48**	.56**	—

Note. $p < .01$ for all correlations.

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Table 2 shows the Pearson's correlation coefficients between the study variables. Work–nonwork balance was positively and significantly correlated with health behaviors ($r = .51, p < .01$) and quality of life ($r = .48, p < .01$). Health behaviors were also positively correlated with quality of life ($r = .56, p < .01$), indicating that higher engagement in health-promoting behaviors was associated with better perceived quality of life.

Table 5: Simple Linear Regression Analyses Predicting Health Behaviors and Quality of Life from Work–Nonwork Balance

Dependent Variables	Predictor	B	SE	β	R^2	p
Health Behaviors	Work–Nonwork Balance	0.46	0.06	.51	.26	<.001
Quality of Life	Work–Nonwork Balance	0.43	0.07	.48	.23	<.001

Table 5 summarizes the results of simple linear regression analyses. Work–nonwork balance significantly predicted health behaviors, $\beta = .51, p < .001$, accounting for 26% of the variance ($R^2 = .26$). Similarly, work–nonwork balance significantly predicted quality of life, $\beta = .48, p < .001$, explaining 23% of the variance ($R^2 = .23$). These findings suggest that higher work–nonwork balance is associated with both increased engagement in positive health behaviors and improved quality of life among education sales employees.

Table 6: Independent-Samples *t* Test Comparing Quality of Life Between CRM Users and Non-Users ($N = 210$)

Group	n	M	SD	SE	t	df	p
CRM Users	134	78.00	13.00	1.12	3.21	208	.002**
Non-Users	76	72.25	12.25	1.40			

Note: Higher scores indicate better quality of life. Equal variances assumed. ** $p < .01$.

Table 6 indicates a statistically significant difference in quality of life between CRM users and non-users among education sales employees. The results suggest that employees using CRM software tend to experience better overall well-being compared to their counterparts who do not use such tools. This difference may be attributed to the efficiency, organization, and time management benefits that CRM systems provide, which can reduce work-related strain and allow greater engagement in nonwork activities, ultimately enhancing quality of life.

DISCUSSION

The present study makes a novel contribution to the literature by establishing work–nonwork balance (WNB) as an emerging and robust predictor of both positive health behaviors and quality of life among education sales employees, a professional group that has received limited specific focus in past research.

Work–Nonwork Balance: Beyond Traditional Work–Life Balance

Traditional conceptualizations such as work–life balance (WLB) have often focused primarily on the interplay between work and family domains, typically framed through conflict–enrichment models (Greenhaus & Beutell, 1985). In contrast, WNB acknowledges an individual's holistic appraisal of how effectively, affectively, and globally they manage all nonwork demands, not just familial ones (Wayne et al., 2021). Casper et al. (2018) emphasized that balance should integrate both synergies and strains across work and nonwork environments, rather than simply measuring conflict or enrichment.

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Recent research underscores that nonwork domains beyond the family, such as health, leisure, and personal development, are increasingly salient to contemporary workers, especially those with diverse nonworking roles (Gragano et al., 2020). This aligns well with the focus on education sales employees, whose nonwork responsibilities may encompass complex identities including parent, lifelong learner, and health seeker.

Interpretation of Findings in Light of Recent Research

The findings showed that WNB was a significant predictor of both health behaviors ($\beta = .51$, $p < .001$, $R^2 = .26$) and quality of life ($\beta = .48$, $p < .001$, $R^2 = .23$), suggesting that the way education sales employees navigate and perceive the integration of their work and nonwork roles has meaningful implications for their well-being.

One plausible explanation for these results lies in the inherent demands of education sales roles, which characteristically involve sustained interpersonal engagement, irregular work schedules, and stringent performance-based targets. Such occupational features often blur the boundaries between professional responsibilities and personal life, thereby making the capacity to effectively integrate and manage these domains a critical determinant of overall well-being. Higher levels of WNB may enable employees to allocate their temporal, cognitive, and emotional resources more efficiently toward health-enhancing activities such as regular physical exercise, balanced dietary practices, adequate rest, and preventive healthcare measures. Engagement in these behaviors can, in turn, strengthen both physical and psychological health, thereby contributing to an enhanced quality of life. In contrast, lower levels of WNB may result in resource depletion, heightened stress, and reliance on maladaptive coping strategies, ultimately exerting a detrimental impact on both health behaviors and life satisfaction.

These results are consistent with the broader wellbeing literature. For instance, Wayne et al. (2021) demonstrated that well-aligned work–nonwork domains contribute to greater employee wellness. Hildenbrand et al. (2024) similarly found that employees who reported balanced management of work and nonwork duties were not only more satisfied with life but also showed improved work outcomes. This supports the argument that WNB is conceptually distinct and empirically valuable. Unlike work–family balance measures, it captures broader appraisal of nonwork engagement, including health-promoting behaviors and overall life quality. The robust predictive power in the regression models highlights its relevance among education sales employees, who often face unique role demands related to both performance targets and personal commitments.

Digitalization as a Supportive Factor in Enhancing Quality of Life

In addition to WNB, this study explored the role of digitalization through the lens of customer relationship management (CRM) software usage. An independent-samples t test revealed that employees who used CRM systems ($M = 78.00$, $SD = 13.00$) reported significantly higher quality of life scores compared to non-users ($M = 72.25$, $SD = 12.25$), $t(208) = 3.21$, $p = .002$.

This finding aligns with the growing body of evidence suggesting that digital tools can streamline workflow, reduce cognitive load, and improve work efficiency (Marques & Ferreira, 2020). CRM systems in particular allow sales employees to centralize client information, automate routine follow-ups, and track progress in real time, which can reduce administrative strain and free up time for nonwork pursuits (Chaudhuri & Ghosh, 2022). In

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the education sales sector, where client management is often complex and time-sensitive, CRM usage may help employees better meet professional demands without disproportionately infringing on personal time.

The benefits of CRM adoption extend beyond productivity. Studies indicate that digital tools, when implemented effectively, can contribute to reduced stress, higher job satisfaction, and greater perceived control over work processes (Aroles et al., 2019). This perceived control is a known facilitator of better work–nonwork integration (Allen et al., 2014), which may partly explain why CRM users in this sample reported better quality of life.

Given these insights, digitalization, particularly through accessible and user-friendly CRM platforms, can be considered a potential organizational strategy to indirectly enhance WNB and its associated outcomes. While WNB remains the primary predictor in the present study, integrating digital solutions could serve as a complementary mechanism to further improve employee health behaviors and overall well-being.

Implications for Education Sales Employees

Education sales roles often involve irregular hours, extensive client interactions, and high performance expectations. Prior research has linked extended work hours with poorer physical and mental health outcomes, including increased anxiety and decreased engagement in healthy routines (Bushnell et al., 2010). Yet, the present findings suggest that employees who perceive greater balance, in a multidimensional sense, maintain healthier behaviors and report better quality of life despite these pressures.

This is also consistent with recent findings in hybrid and flexible work models, where employees reported better sleep, healthier eating habits, and reduced burnout when work and nonwork demands were better integrated (Wells et al., 2023). While those studies focused on working arrangements, they highlight the broader principle that allowing nonwork demands to be respected and harmonized with work can yield better health and well-being outcomes.

Practical and Theoretical Implications

From a theoretical standpoint, the findings strengthen the multidimensional WNB model proposed by Wilkinson et al. (2021) and support its application beyond general employee populations to sectors such as education sales that face both occupational and personal life complexity.

From a practical perspective, organizations aiming to support education sales employees could design interventions that promote WNB rather than only WLB. Examples include providing autonomy over scheduling, recognizing employees' involvement in diverse nonwork roles, encouraging practices that support affective and effectiveness balance, and training managers to understand and validate nonwork commitments related to health, education, and personal development. As highlighted in recent workplace well-being research, organizational changes such as flexible scheduling and managerial support can yield more sustainable impact than isolated wellness programs (Zheng et al., 2015).

Limitations and Future Directions

Several limitations should be acknowledged. First, the cross-sectional design limits causal inference. Prospective longitudinal designs could confirm whether enhancing WNB leads to

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sustained health benefits. Second, the sample was limited to education sales employees. While this is a strength in terms of focus, generalizability to other occupational groups remains to be tested.

Future research could explore whether WNB similarly predicts well-being among other high-demand groups such as technology sales or healthcare professionals, and whether interventions tailored to enhance multidimensional balance produce measurable improvements in health behaviors and life quality.

CONCLUSION

This study identifies work–nonwork balance, as a broader and more inclusive construct than conventional work–life balance, as a growing predictor of employee health behaviors and quality of life, particularly in the context of education sales professionals. By embracing a multidimensional approach to how employees integrate work with nonwork domains, organizations can better support holistic well-being and foster a healthier, more productive workforce.

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Conflict of Interest

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