

Work-Life Balance in a Selected Surgery Clinic in Pattaya and Bangsaen

- Paratchanun Charoenarpornwattana
- Paranee Svastdi-Xuto
- Pittaya Pirom-on
- Rapin Chuchuen

Abstract: The purpose of this study is to investigate the work-life balance behavior of the employees in a selected surgery clinic in Pattaya and Bangsaen. The researcher employed quantitative research as the research design, and a survey was used as the research strategy. The sampling of this study was 28 employees. The data were statistically analyzed in terms of frequency, percentage, mean, and standard deviation. The results show the behavior on work-life balance components of the employees in the following parts: *Self-management*: it was found that employees do not smoke, do not drink alcohol, and learn new things all the time. *Time management*: it was found that employees spend time efficiently each day, and manage time effectively is the most important thing, they do not waste their time, and they can prioritize their time to do things effectively. *Stress management*: it was found that employees could get stress both at work and in their daily lives, they do not express their stress within their families, and they can deal with pressures from stress. *Change management*: it was found that employees think that changing task process may increase more stress, they can learn new things well, and they can work collaboratively with new employees. *Technology management*: it was found that employees think that technology is important for both work and life, they use technology to relax themselves more than to work with technology they can work more effectively, and they always use a technology in their daily life. *Leisure management*: it was found that employees give themselves some reward to compensate for their hard work, they always do some activities for themselves, and they spend their holidays for travel. This study will be beneficial to both employees and the company in terms of the development of work-life balance (WLB) in HRD and further studies in this field.

Keyword: Work-Life Balance

Background of the study

Work-life balance (WLB) has always been a concern of those who are interested in the quality of working life and its relation to the broader quality of life. In the modern world, balancing the demands of work and other activities is becoming increasingly difficult. A lot of people are having a more difficult time finding balance in their lives because there have been cutbacks or layoffs where they work (Uscher, 2013). Many organizations are interested in ways to help their employees maintain this balance (Greenhaus, Collins, & Shaw, 2003). WLB involves the ways to develop human capacity by improving the relationship between work and life of persons in organizations. In our increasingly complex and busy lives, this has become an important issue for many people, especially for those in leadership roles.

The surgery business has more problems about stress at work because they have to deal with the health and safety of people. They need to concern about rule, regulation and

Thai Law about Thai Health. There is a shortage of skilled employees who can work in the surgery business. Company had stuck in difficult to find the high knowledge and skill employees. It is often a major source of conflict between administrators and staff, which can potentially negatively impact the quality of healthcare. As a new generation enters surgery and as the number of women in the field is slowly increasing, one could hope that this also changes the surgical culture. Despite the fact that women still report more struggles to achieve a good WLB, the surgical culture is indeed changing and surgeons are no longer expected to devote every working hour to their jobs. Moreover, this change not only affected attitudes towards WLB in general, but also attitudes towards child caring responsibilities (University of Exeter Psychologists, 2014).

Objective of the study

To investigate the work-life balance behavior of the employees in a selected surgery clinic in Pattaya and Bangsaen.

- Significance of the study
- Staff can understand and learn how to balance their work and lives
- Company owners will be able to establish and create WLB plans according to the success of organization.
- HR managers can understand and gain more information and knowledge about WLB.

Scope of the study

This study uses quantitative research as the research design. The data collection method in this study is the questionnaire. The research uses statistical software for data analysis. The sample and population in this study were 28 employees who worked in a selected surgery clinic in Pattaya and Bangsaen.

Conceptual framework

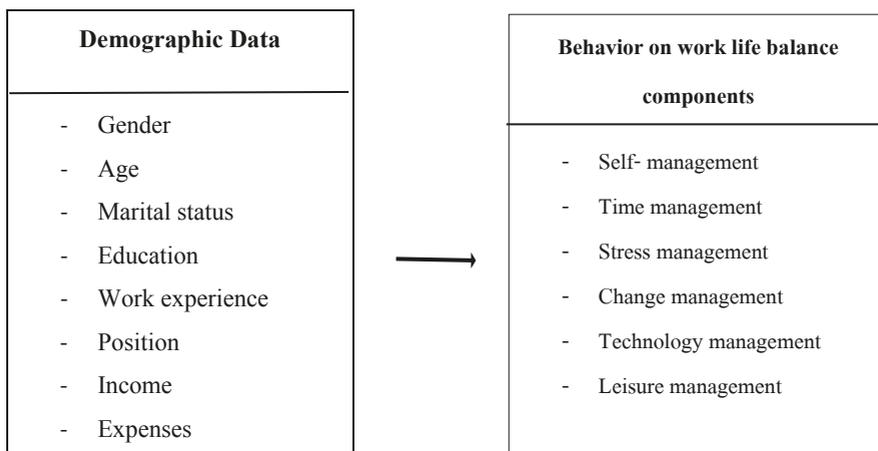


Figure 1.1 Conceptual framework

Literature Review

Definition and concept of work-life balance

Many scholars have defined WLB from different points of view. Greenblatt (2002) stated that WLB is mostly described as “the absence of unacceptable levels of conflict between work and non-work demand” (p. 179), whereas, Hobson, Delunas, and Kesic (2001) defined “WLB as employees having the ability to fulfill both work and other responsibilities”. Debates about WLB often occur without any clear and consistent definition of what we mean by WLB (Guest, 2002). Furthermore, WLB has been defined as an absence of conflict and a presence of facilitation: “low levels of inter-role conflict and high levels of inter-role facilitation represent work–family balance” (Frone, 2003, p. 145).

The overall trend in organizations to keep employee turnover rates down is to offer significant programs that provide a WLB. WLB is a concept that supports the efforts of employees to split their time and energy between work and the other important aspects of their lives. WLB is a daily effort to make time for family, friends, community participation, spirituality, personal growth, self-care, and other personal activities, in addition to the demands of the workplace. WLB is assisted by employers who institute policies, procedures, actions, and expectations that enable employees to easily pursue more balanced lives. The pursuit of WLB reduces the stress that employees experience. When they spend the majority of their days on work-related activities and feel as if they are neglecting the other important components of their lives, stress and unhappiness may result. WLB enables employees to feel as if they are paying attention to all the important aspects of their lives. WLB is challenging because many employees experience a personal, professional, and monetary need to achieve. Employers can assist employees to experience WLB by offering such opportunities as flexible work schedules, paid time off (PTO) policies, responsible time and communication expectations, and company-sponsored family events and activities (Heathfield, 2016).

Research design and strategy

The researcher employed quantitative research as the research design. According to the research objectives, the subjects in this research were asked to answer the questionnaire. To be more specific, a survey was used as the research strategy.

Research methodology

The population was 30 employees who work in a selected surgery clinic in Pattaya and Bangsaen, and 28 samples were purposively selected from the population, as determined by Krejcie and Morgan (1970). The instrument for data collection in this study was a five-point rating scale questionnaire.

Data analysis

All of the returned questionnaires were checked for completeness, then were keyed into the computer. The researcher used the statistical software to analyze the data. The statistics used in this study were included as percentage, mean, and standard deviation. The rate of return for the questionnaires was 100 percent.

Results and discussion

Responses to the research objectives “to investigate the work-life balance behavior of the employees in a selected surgery clinic in Pattaya and Bangsaen”.

Self-Management: it was found that employees did not smoke, did not drink alcohol, and learned new things all the time. The term WLB implies that one dedicates an equal portion of time to work and life. Researchers Jeffrey Greenhaus and Gary Powell expanded on this concept and recommended that work and personal life should be allies and that participation in multiple roles, such as parent, partner, friend, employee, can actually enhance physical and psychological well-being — especially when all of the roles are high quality and managed together (Riordan, 2013). In addition “to hiring, training, employment contracts, and regulatory considerations, ensuring that employees are both healthy and satisfied at work is well within the purview of human resources departments” (Boundless, 2016).

Time management: it was found that employees spend time efficiently each day, manage time effectively is the most important thing, they do not waste time, and they can prioritize their time to do things effectively. It is congruent with Riordan (2013), who said that many people enjoy spending a lot of time at work because they like what they do. Thus, long work hours are not necessarily burdensome to them. Each of us should take the time to find a job that ‘fits’ us. When possible, we should set our own boundaries. Many successful executives who work long hours suggest that they put parameters and limits on work.

Stress management: it was found that employees could get stress both at work and in their daily lives, they do not express their stress with their family, and they can deal with the pressures from stress. Climbing the organizational ladder often requires employees to work long hours and deal with difficult and complex issues. Some days on the job are likely fun and positive and other days are tension-filled and stressful. A common dilemma for many people is how they manage all of the competing demands in work and life and avoid letting any negative effects of work spill over into their personal lives (Riordan, 2013).

Change management: it was found that employees think that changing task processes may increase stress, they can easily learn new things, and they can work collaboratively with new employees. It was found that 80% of the First Fortune 500 companies rate WLB as the most important workplace attribute. They found that employees who feel they have good WLB worked 21% harder than those who don’t (Warke, 2014).

Technology management: it was found that employees think that technology is important for both work and life, they use technology more for relaxing than to work, they can work more effectively with technology, and they always use technology in their daily life. Technology has improved people’s lives in many different ways. People can live longer, healthier lives because of technological advancements. With email, texting, instant messaging, and fax, people can communicate instantaneously. With the advancements in smartphones, laptops, and tablets, employees are able to leave the office but still do their work. This has allowed more employees to bring their work home with them. While such access does allow them to spend more time at home, it has blurred the lines between work and life (Boundless, 2016).

Leisure management: it was found that employees give themselves some reward to compensate their hard work, they always do some activities for themselves, and they spend their holidays traveling. Research shows that employees tend to feel comfortable attending to their non-work related needs (e.g., by taking family or health-related leave that

they are legally entitled to) only when organizational policies, cultural norms, supervisors, and surrounding coworkers also demonstrate a commitment to WLB (Kossek, Baltes, & Matthews, 2011). HR can alter organizational culture, enforce vacation time, offer flextime, and advise overworked employees to avoid the pitfalls of imbalanced work-life dynamics (Boundless, 2016).

Recommendations

The results found that if companies give a lot of work that will affect the employees' life, and the employees will not be happy to work in this company. It makes the turnover rate so high and the company will lose the cost for training a new employee. If HRD knows about the problem and the effect of this research, HRD can balance work and life of employees for better work and a better life, and the company will get its target as fast as possible. For further studies, the limitation of this study is the area studied. The scope of this research is "work-life balance in a selected surgery clinic in Pattaya and Bangsaen". The time limitations of the study did not cover all. The recommendation for future research is to study in qualitative terms in order to know how to make balance between work and life.

References

- Boundless. (2016). *The importance of work-life balance*. Retrieved from <https://www.boundless.com/management/textbooks/boundless-management-textbook/human-resource-management-7/current-topics-in-human-resource-management-60/the-importance-of-work-life-balance-303-7294/>
- Frone, M. R. (2003). Work-family balance. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 143-162). Washington, DC: American Psychological Association.
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, 63, 510-531.
- Greenblatt, E. (2002). Work-life balance: Wisdom or whining? *Organizational Dynamics*, 31(2), 177-193.
- Guest, D. E. (2002). Perspectives on the study of work-life balance. *Social Science Information*, 41(2), 255-279.
- Heathfield, M. S. (2016). *Work-Life Balance: Employers assist employee work-life balance with flexible policies*. Retrieved from <https://www.thebalance.com/work-life-balance-1918292>.
- Hobson, C. J., Delunas, L., & Kesic, D. (2001). Compelling evidence of the need for corporate work-life balance initiatives: results from a national survey of stressful life-events. *Journal of Employment Counseling*, 38(1), 38-44.
- Kossek, E. E., Baltes, B. B., & Matthews, R. A. (2011). How work-family research can finally have an impact in organizations. *Industrial and Organizational Psychology*, 4, 352-369.
- Krejcie, R. V., & Morgan, E. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30, 607-610.
- Riordan, C. M. (2013). *Work-life "Balance" isn't the point*. Retrieved from <https://hbr.org/2013/06/work-life-balance-isnt-the-poi>.
- University of Exeter Psychologists. (2014). *Is surgical culture changing?* Retrieved from <https://womeninsurgeryresearch.wordpress.com/tag/work-life-balance/>.

Uscher, J. (2013). *5 tips for better work-life balance*. Retrieved from <http://www.webmd.com/women/features/balance-life#3>.