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WORK-LIFE BALANCE THAT AFFECTS THE OPERATIONAL HAPPINESS OF PRIVATE COMPANY EMPLOYEES

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ABSTRACT

The purpose of this research is to study the condition of work-life balance and happiness at work and to study the balance between life and work that affects the work happiness of employees of a private company with a sample of 134 people, using a questionnaire as a tool for study, statistics for the study include the mean, standard deviation, the highest value, the lowest value, the Pearson simple correlation coefficient, Tolerance value, VIF and stepwise multiple regression analysis by determining statistical significance at the level of 0.01, the results showed that most of the company employees are male, mostly aged 20-25 years, bachelor degree education have an average monthly income 15,000-20,000 baht and work experience in the period 1-5 years, the balance between life and work has a high level of opinion the first is financial. Inferior to time and intellectually the last part is work and family regarding the happiness at work of the employees in general and in each aspect, the opinions were at a high level. The first priority in job success. Followed by acceptance and the relationship relations lastly, in the love of work, the testing of the correlation coefficient between the balance between life and work that affects the happiness of work of employees is not more than 0.80, resulting in both independent variables in this research. There is no multiple relationship between factors, for the balance of life and work models that affect the happiness of employees of the company = $.522 + (.238 * \text{Financial}) + (.239 * \text{Functional}) + (.233 * \text{Intellectual}) + (.169 * \text{Time})$.

Keywords-Work-life balance, Operational happiness

INTRODUCTION

Nowadays, there are many private organizations that run different businesses, each of which aims to make it successful. Efficient and stable operation That's why today's businesses are fiercely competitive. In addition to competing with public sector organizations, they also have to compete with private organizations. It also faces a rapidly changing society today. Economic, social, environmental, and technological advancements have been continuously developed. As a result, the organization is constantly adapting to keep up with such changes, which is the most important thing that all organizations pay attention to in order for them to operate in a structured manner and be able to drive the

organization to its maximum effectiveness. Achieve the goals set under success and efficiency. The image of that organization. It's caused by people. It's all Today's businesses are experiencing significant resource management-related problems, namely the relationship between employees and the organization, which has resulted in an increase in turnover rates. Problems with the resignation and relocation of employees have resulted in the loss of skilled personnel in the field and talented personnel. (Boonchokcharoensri, S., 2015).

There's a difference in work-life balance. Each person is subject to the individual's role and lifestyle responsibilities, such as a single person and a person whose family has children to look after. Individuals who are in different working periods, such as starting a new job or approaching retirement age, have differences in balance and work also depend on the culture and administration of each organization (Rattanagina, J., Rattananuphong, T. and Sitsarakul, P., 2016: 509-521).

Life balance if one divides the main activities of life into two aspects: personal life, such as time spent with family, health, entertainment, free time, and second, work life aspects such as professional duties. Desire, purpose in life Too much emphasis is placed on one side of life. It can cause unconscious stress, whether it's the stress of overwork. Regressive health Discouragement from not having a purpose in life or lack of progress If life is lacking on one side or the other, it can be a sign of a life of imbalance. Ways to balance life and work (Srivirat, K., 2016) include (1) knowing life priorities, deciding what to do before and after, (2) setting life goals, (3) in terms of work life, discussing duties and responsibilities with the employer, including the goals we want, (4) setting the time for personal life, (5) quitting work, leaving work.

Working happily is something that every person in the organization desires if they work in a workplace where they feel happy, will feel connected, have fun, and the feeling of coming to work will be eliminated and become a joy to enjoy activities. Nowadays, the trend of creating happy work in Thailand has become more widespread. Motivate people to feel engaged in their work. Work and then feel happy, feel job security. Progressive growth, enthusiasm for the assignment. Enjoy work, have good relationships with colleagues, and a good environment that facilitates the joy of working. Reducing stress and conflict within the organization, which helps the organization to thrive and develop efficiently and effectively (Dasa, 2009). To assigned tasks and to organizations. Happy personnel contribute to good mental health, resulting in readiness and efficiency at work and leading to further organizational development (Jaitha, A., 2016).

For "happiness" is something that every human being aspires to have. Family or work Happy people are people who are always emotionally positive, where workers generally spend at least a third of their days. Live in the workplace as if it were a second home. If that works liable. Therefore, it can be seen that the workplace plays an important role in a person's happiness, because when the workplace is liable, people will be healthy and happy, employees will be productive in the long run. Creating happiness at work is therefore very necessary to perform tasks in an organization. We can create happiness at work through a variety of methods, such as (1) solving problems in the right way, (2) developing work skills, (3) changing the workplace environment. Keep things organized and clean to remind you to be encouraged to work (4) Proper time management (5) Modifying your thoughts if we know how to modify your thoughts in new ways will help you become less stressful (6) After-work recreation. (7) To recognize one's right is the right to rationally refuse. (8) Building mental strength, a strong mind can help overcome stress. (9) Building good relationships with colleagues, (10) expressing emotions appropriately, (11) exercises to relieve stress, and (12) speaking constructively helps create a positive working atmosphere (Smith, 2 0 1 1) . (Sawaengpon, N. (2011) Creating happiness at work can be easy, starting with ourselves. With the modification of thinking and attitude to work. Stay positive However, supervisors

and executives also play a huge part in creating happiness at work by not holding on, smiling and providing fairness to all employees without discrimination. Provide appropriate guidance to employees and support activities in the workplace to create a positive and relaxed atmosphere. Employees will be happier at work. Employees will be strong and happy and productive in the long run.

From the background and significance above. The researchers then conducted a study of "Work-life balance that affects the operational happiness of private company employees". Working a career for a happy life balance and stability, as well as working happily regardless of career, are all barriers that stand in the way. When living and planning well, it affects the happy work of the whole person and promotes the success of the work in the organization, too, work-life balance and work happiness are another stage of success.

RESEARCH OBJECTIVES

- 1 . To study the work-life balance and work happiness of employees of a private company.
2. To study the work-life balance that affects the work happiness of employees of a private company.

RESEARCH HYPOTHESIS

Work-life balance affects the happiness of employees of a private company.

LITERATURE & THEORY

Liusangkulthorn, H. (2014) has stated that satisfaction and attitude to work can be used interchangeably, since both of these refer to the consequences of a person's involvement in such things. A positive attitude expresses satisfaction with that, and a negative attitude expresses dissatisfaction with it, which is consistent with research by Phongkwan, K. (2015) that found that the quality of life in working in a proud organization has social values. Adequate income and returns, fairness, work-life balance and personal life, administrative characteristics, good relationships, collaboration influences engagement with the organization.

The meaning of work-life balance That is to say, the ability of the individual to manage and allocate time for work and activities, whether personal life, family, building social relationships and leisure activities in a fit, but managing both life and work roles does not mean that the time spent on each role must be divided equally, but depends on success. The value of that particular role and how much can it contribute to the satisfaction of the balance of a person's life?

Merrill's (2003) concept of work-life balance says that there are five key elements of a person's life: (1) work; (2) Family is the creation of personal happiness that leads to success. (3) The joy of living within society (3) in terms of time. Time is an important aspect that involves making decisions in every aspect of life, so everyone must balance it with other aspects of life, (4) financially, as a tool that allows a person to live in the present and future, and it involves work, family and time, and (5) intellectually. What we should be doing is developing, intellectually and balancing life to fulfil all aspects of life and satisfy all parties.

In addition, work-life balance supports the management process. For example, an organization can attract and retain people who have the knowledge and ability to come in and remain with the organization. It can reduce absenteeism rates, job changes, and employee

turnover rates, and employees have a good work culture and foster good relationships between organizations and employees, and organizations can make a difference and competitiveness (Wise & Bond (2003: 58-72) ; Paula Mc Donald and Lisa M. Bradley (2005)

Concepts and theories about happiness at work by Siriwong, T. (2015) says that it is possible for people to enjoy work. Consists of: Choosing to work in a job you like Job satisfaction finding ways to work happily while setting goals that society accepts in their own abilities and can see the path to success. Then intend to follow the set. The result is the joy and happiness of success at work.

Happiness at Work, according to Manion (2003: 652-655 cited in Ketkaew, P., 2008), refers to the result of learning as a response to one's own creative actions. It is expressed by Gan smiling and laughing, having a sense of gratitude, which leads to effective performance, and also positive emotions caused by behaviors related to performance, such as mutual assistance. Being creative in collaborating, expressing opinions with cause and effect, results in a more efficient decision-making process and the result of successful work. It makes expressing positive emotions such as happiness, having fun, making the workplace pleasant. People who work together with happiness will make connections. A good picture at work has a good feel for the work that has been given. There is a commitment to the work that continues to exist in the organization, which is explained by the four elements of happiness:

1. Contact refers to the basic perception that causes the relationship of personnel in the workplace where people come together. Establish good relationships with the personnel they work with, cooperate, help each other and have conversations. Talk amicably, build friendships between employees and feel happy, and acknowledge that they are surrounded by colleagues who have love and goodwill for each other.

2. Love at work refers to the perception of feelings of love firmly attached to the work. Recognize that people have a mission to accomplish. Be happy in what is an element of work, be enthusiastic, glad, enjoy the task and desire to perform it willingly. Feel happy when you perform your job, be proud that you are responsible for your work.

3. Success in a job means recognizing that one can perform a task. Achieve the goals set by achieving work success, be tasked with completing challenging tasks, have the freedom to work. Positive results It makes me feel valued in life, takes pride in developing and changing things to accomplish, progress and make the organization develop.

4. Being accepted means recognizing oneself and being accepted by an associate. Associates are aware of their work-related efforts and are recognized by their supervisors for their work. Get good expectations in practice. Work and trust from colleagues, exchange experiences with colleagues, and continue to use knowledge.

The four components concluded that happiness at work contributes to the management's decision to change the management style that encourages personnel to feel the urge to work from the environment to motivate them to work. Pleasure in the work done and the joy of the work that follows, as well as happiness as the power of positive emotions. A feeling of freshness, vitality. Happy experiences, fun at work is an important part of work. The consequences of happiness at work are: The work achieved the goals set. Personnel are determined to continue to perform their work with value and efficiency.

METHODS

Population and samples the population used in this research was employees of a private company. Calculated sample size with Taro Yamane's formula (Taro Yamane, 1970), the discrepancy was $0.05 = 134$ people. Then, in Stage 2, a quota randomization method was used to collect data for each department, in which the researchers opted for a non-return lottery sampling to determine respondents from the selected sample and to prevent

questionnaires from being lost and incomplete. We then distributed 10% more questionnaires for a total of 150 questionnaires, returned them, and selected 134 complete questionnaires to match the required sample.

Research tools the tools used in the research are questionnaires that researchers have created based on the study of concepts and theories from related research. To study the work-life balance that affects the happiness of employees of a private company. By dividing the model. The inquiry is divided into 4 parts as follows: Part 1 on demographic characteristics including gender, age, level of education, average monthly income, work experience, there are 5 checklist questionnaires, part 2 about work happiness, 25 questions, part 3 about factors in the quality of life at work. There are 20 questions in question Part 2 and Part 3 are estimated scale questionnaires based on Likert's Scale with 5 comment levels: most, very, moderate, least, least, part 4, additional feedback.

How to create a tool The researchers set out the process of creating tools for research studies by: Study data from papers and research related to work-life balance that affects the work happiness of private employees to guide theories and concepts in creating model questionnaires. Make a comprehensive inquiry into the content you want to study, and then present the generated questionnaire to the research consultant to review and propose. Further recommendations to improve the incomplete parts, complete the questionnaire as proposed by the research consultant, recommend the revised questionnaire to 3 experts to check for content validity, update the questionnaire according to the expert's recommendations, and present the research consultant to re-examine and correct it completely before applying it for further collection of the data. Ask the experts for an updated inquiry and try-out with a group that is similar to the sample to be studied, 30 of whom will be analyzed for reliability by finding the Cronbach coefficient.

Tool Quality Inspection We took the questionnaires that were created. For research studies, test for validity and reliability

1. Ask the researchers created to verify the accuracy of the content. Three experts then applied for the Conformity Index (IOC), choosing questions with an IOC value greater than 0.60 as questions. As for the questions with an IOC value below 0.60, the researchers revised them further based on expert recommendations.

2. Finding confidence. The updated question was tested (try-out) with a group of 30 people close to the population to be studied and determined for reliability by finding Cronbach's Alpha Coefficient with a confidence value of 0.981, indicating that the question was reliable.

Collection of Information The collection of sample data as determined by the researcher involves the following steps:

1. The investigator requested a letter courtesy of the College of Innovation and Management and sent it to the executives of a private company for permission to distribute questionnaires to collect the data.

2. The researcher presents the questionnaire and explains the topic to the sample.

3. Once the sample has completed the questionnaire. The researcher checked the completeness of the answers in the questionnaires if the data was found to be incomplete, the researchers asked additional questions and thanked them.

Analysis of data and statistics used

1. Analysis of descriptive statistics to describe the demographic characteristics of a qualitatively variable sample using frequency statistics, percentages, and demographic characteristics of quantitatively variable samples. Use maximum, minimum, mean and standard deviation, while analysing the quality of life of private hospital personnel using mean and standard deviation

2. Inferential statistical analysis It is used to test the following hypotheses:

2.1 Examining the correlation between independent variables based on the criteria laid down in the preliminary agreement of liner regression analysis using the Pearson Product Moment Correlation Coefficient to determine the correlation between quantitative variables

2.2 Examine the appropriateness of the model of work-life balance affecting employees of a private company. The VIF (Variance Inflation Factor) has no more than 5 values, tolerance values are not less than 0.20, and Eigen Value is not more than 1.00, the correlation coefficient does not exceed 0.80, so that all independent variables have no multicollinearity.

2.3 Model analysis of work-life balance affecting employees of a private company
Use stepwise multiple regression analysis by using variables to predict in model

2.4 create models of work-life balance that affect employees.

RESULTS

The majority of the company's employees are male, 57.53 percent are mostly 20-25 years old, 63.30 percent have a bachelor's degree, 80.00 percent have a monthly average income of 15,000-20,000 baht, 50.00 percent, and 1-5 years of work experience, 40.70 percent, balance of life and work, overall and in five areas, first in finance, secondly, time, and intelligence. The last order is work and family, as shown in Table 1, the happiness of employees of one private company as a whole and the 4 aspects are very high, first, in terms of job success, followed by recognition and contact, and lastly, the love of work, as shown in Table 2, the correlation between work-life balance that affects the happiness of employees of a private company. With a correlation coefficient of no more than .80, the two independent variables in this study do not correlate between factors: work-life balance and work happiness of employees of a private company, as shown in Tables 3 and 4.

Table 1 Average standard deviation of work-life balance

Work-life balance	Comment level		
	\bar{x}	S.D.	Interpret the results
1. Functional	4.03	.576	very
2. Family	4.03	.501	very
3. Time	4.08	.485	very
4. Financial	4.13	.489	very
5. Intellectual	4.04	.510	very
Overview	4.06	.406	very

Table 2 Average standard deviation of work pleasure

Happiness at work	Comment level		
	\bar{x}	S.D.	Interpret the results
1. Contact Relations	4.09	.441	very
2. Love of work	4.00	.497	very
3. Job success	4.14	.482	very
4. Recognition aspects	4.13	.489	very
Overview	4.10	.406	very

Table 3 Correlation coefficient between work-life balance that affects the operational happiness of private company employees

Factor	Z	X ₁	X ₂	X ₃	X ₄	X ₅
1. Z	1.000					
2. X ₁	.699**	1.000				
3. X ₂	.789**	.497**	1.000			
4. X ₃	.723**	.511**	.603**	1.000		
5. X ₄	.627**	.301**	.667**	.374**	1.000	
6. X ₅	.410**	.464**	.301**	.360**	.121**	1.000

** Statistically significant at .01 level

Instead, Z = Happiness of private company employees
X₁ = Functional
X₂ = Family
X₃ = Time
X₄ = Intellectual
X₅ = Financial

Table 4 Proper model analysis of work-life balance affecting the work happiness of private company employees

work-life balance that affects the operational happiness of private company employees	Model1	Model2	Model3	Model4
constant	1.601	1.067	.775	.522
Financial (X ₅)	.613	.456	.355	.238
Functional (X ₁)		.290	.234	.239
Intellectual (X ₄)			.227	.233
Time (X ₃)				.169
R ²	.623	.748	.793	.818
S.E.	.25434	.20878	.19002	.17859
F	218.109**	64.899**	28.147**	18.173**
p-value of F	.000	.000	.000	.000

** Statistically significant at .01 level

DISCUSS THE RESULTS

Work-life balance, overall and individually, has a high level of opinion. The sequence is financial, followed by time, and intellectual. The last is the work and family aspects. It shows that work-life balance is the sequencing of work life, dividing time and duties correctly and balancing them appropriately. And the organization can operate effectively, which is in line with the ideas of Merrill (2003) and Liusangkulthorn, H. (2017), who say that

it supports the importance of work-life balance. An important factor that encourages employees to have a good quality of working life is the expectations and needs of employees in an effort to balance their work and personal lives. Human beings also work, everyone is responsible for several roles at the same time, the organization should not be overlooked and should be given priority to these, since these are factors that can affect the capabilities of employees in the organization. Keeping employees motivated and working happily is about being paid fairly and equitably. Receive adequate salaries and corporate benefits appropriate to the duties and responsibilities of employees of private companies. Secondly, in terms of work, the organization has an environment that is suitable for work, is safe, convenient to operate, the place of work is favorable to oneself and other personnel. Utensils, materials, equipment are sufficient for use, and operational regulations are clearly defined. Intellectual aspects Have knowledge and ability to match the duties and responsibilities of employees and other personnel. It is fast, agile, and has good resolution of specific problems. Be able to perform tasks on behalf of your colleagues when your colleagues are away. Have a good working time management. Prioritize work and family appropriately and correctly. And when considering the results of the study on a case-by-case basis, it was found to be consistent with the ideas of Gonzalez & Garazo, (2006) discussing work-life balance. It can create satisfaction and a positive attitude that will affect the performance of work with happiness.

The happiness of employees of private companies has an overall level of opinion. First, success in the job, followed by contact and recognition. As for the last sequence, love is on a very high level. It shows that happiness at work is true happiness from many aspects, such as work, family aspects that make one's life happy in the performance. They can achieve success both in their work and in their daily lives, which is in line with the concept of Siri Wong, T. (2015) saying that happiness at work. The result of learning, which is the result of one's own creative actions. There is an expression by smiling, laughing, having a joyfulness, which leads to It is also a positive emotion caused by behaviors related to performance. Contact affects the employee's happiness in the performance of their work. The love aspect of work affects the happiness of employees in the performance of their work. Aspects Success in a task affects the operational happiness of employees. The aspect of recognition affects the happiness of employees' performance and is consistent with the concept of Manion (2003: 652-655); Boonying, J. (2022); Chanthakit, P., Rodjam, C., Boonying, J., Suwannarat, T., Butdam, C., Chotianusorn, E. and Phansuwan, B. (2022). That said, happiness at work contributes to the transformation of the management model that encourages personnel to feel the urge to work from the environment to motivate them to want to work, which results in personnel being happy in their work and happy in their jobs.

Hypothetical test results showed that work-life balance affected the happiness of private company employees. Significantly at the level of 0.01, the subjects obtained from such research have the power to describe the happiness of the company's employees. Private sector increased to 81.80 per cent, with standard discrepancies in forecasts equal to ± 1.78 . Statistically significant at the level of 0.01 and later when the time variables were analyzed, together with the level of 0.01 as well, this means that the time aspect affects the work happiness of employees of a private company. The regression equation can be written in the form of a standard score: Work-life balance that affects the happiness of private company employees = $.522 + (.238 \times \text{Financial}) + (.239 \times \text{Functional}) + (.233 \times \text{Intellectual}) + (.169 \times \text{Time})$, where such factors are consistent with the concepts of Wise & Bond (2003: 58-72), Paula McDonald and Lisa M. Bradley (2005), who have described life-work balance, say that organizations can attract and retain knowledgeable people. Ability to come in and stay with the organization. It can reduce absenteeism rates, job changes and turnover rates of employees, and employees have a good work culture and foster good relationships between the organization and employees, as well as the organization can make a difference and be competitive.

SUGGESTION

1. Feedback obtained from the implementation of research findings These include life balance factors and employee happiness factors. The results of such research. Organizations can apply to their organizations or formulate policies that can be applied according to the suitability of your organization for the benefit and efficiency of employees.

2. Suggestions for further research

2.1 This research is simply quantitative research using questionnaires as a tool, so for the work-life balance that affects employees' work happiness.

2.2 This research explores work-life balance, family, time, finance, and intelligence. In the next research, more should be studied in the remaining areas to improve the performance of employees of private companies, such as knowledge and education, hygiene, lifestyle environment, to cover all aspects of the factors.

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