

# The Balance Between Life and Work that Affects the Happiness of Employees at a Company in Bangkok

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**Abstract**—The study examines the impact of work-life balance on the happiness of employees at a company in Bangkok. Recognizing the critical role of balancing professional and personal life, the research aims to analyze how various factors such as working hours, job flexibility, and organizational support influence employee well-being and satisfaction. Using a quantitative approach, data were collected from company employees through structured questionnaires measuring their perceived work-life balance and happiness levels. Statistical analysis revealed significant correlations between effective work-life balance and increased employee happiness, highlighting key elements that promote this balance. The findings offer valuable insights for human resource management and organizational policies, suggesting practical strategies to enhance employee well-being. Recommendations include adjusting work schedules and providing mental health support to foster a more supportive work environment. The study also identifies avenues for future research to further explore this relationship in diverse organizational settings.

**Keywords**— Employees Company Professional.

## I. INTRODUCTION

In an era of rapid change in technology, economy, and society, work and personal life can no longer be distinctly separated for employees. Maintaining a balance between life and work (Work-Life Balance) (Swarnalatha, 2017) has therefore become a crucial factor affecting employees' happiness and quality of life—especially in Bangkok, which serves as Thailand's economic and business hub, characterized by intense competition and a stressful environment. Work-life balance is vital for employees' mental and physical health. (Yokying, Sangaroon, & Sushevagul, 2016) A lack of balance can lead to stress, burnout, and a loss of motivation at work. (Lohela-Karlsson, Jensen, & Björklund, 2022) Currently, many companies in Bangkok are experiencing high employee turnover rates, which impact organizational operations. Studies have found that factors affecting employee turnover are connected to work-related stress and dissatisfaction with working conditions, dissatisfaction with income or compensation, discontent with job characteristics or colleagues, and an imbalance between personal life and work. Well-managed organizations can

alleviate this issue, but many still lack clear guidelines for fostering such balance. Most employees still feel that work commitments deprive them of opportunities to fully enjoy life, especially in Bangkok, where heavy traffic congestion and long commutes leave employees with less free time and prevent them from engaging in preferred activities. Additionally, the pressure from competitive and achievement-driven work styles adds further stress for employees. (Jones, Burke, & Westman, 2013)

Employee happiness is closely linked to effective time management between work and personal life. Organizations that prioritize work-life balance tend to have lower turnover rates and higher performance. Happiness at work enhances job performance by stimulating creativity, while positive emotions foster optimism, confidence, courage to face difficulties or new activities, and greater participation in problem-solving. Furthermore, employees who are happy at work tend to demonstrate organizational citizenship behaviors, are friendly, enjoy helping colleagues, volunteer for tasks, comply with organizational rules, and offer suggestions to improve work efficiency. Moreover, when employees are happy at work, absenteeism and turnover are also reduced. (De Neve, & Ward, 2025).

Based on the above information, the researcher became interested in studying the balance between life and work that affects the happiness of employees at a company in the Bangkok Metropolitan area by surveying employee opinions through a questionnaire on happiness and work-life balance. In addition, data analysis will be conducted using statistics to compare differences in life and work happiness among groups of employees with different personal factors, such as age, job position, or monthly income. This will help determine appropriate guidelines for improving work-life balance that affects employees' happiness within the organization, in order to use the findings as a basis for developing management practices and policies that can effectively promote employee happiness and satisfaction in the organization.

## II. OBJECTIVES

1. To study the work-life balance of employees at a private company
2. To identify the happiness of employees at a private company
3. To compare the happiness of employees at a private

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company categorized by personal data.

### III. RESEARCH HYPOTHESES

Differences in personal data affect the differing levels of happiness among employees at the company. Work-life balance influences the happiness of employees at the company.

### IV. SCOPE OF STUDY

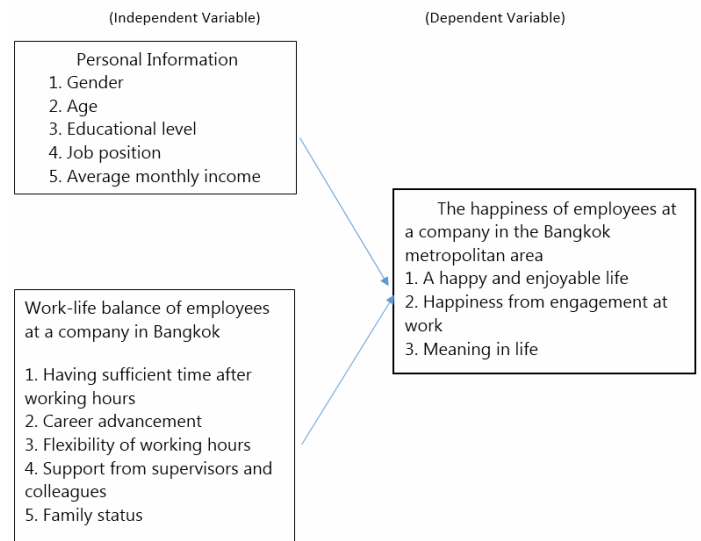
Content: The study of work-life balance factors that influence the happiness of employees at a particular company, based on the theory of work-life balance (Work-life Balance) (Pitt-Catsouphes, Swanberg, Bond, and Galinsky, 2004, cited in Pawinee Phetsawang, 2006), including 1) sufficient time-off from work, 2) workplace support on work-life balance from supervisors and colleagues, 3) allegiance to work, 4) flexibility of work schedules, 5) family status. The Three-Dimensional Model of Happiness (Seligman) consists of 1) pleasure, 2) engagement, and 3) meaning in life.

### V. LITERATURE REVIEW

Lockett, (2012) Work-life balance refers to the equilibrium between professional responsibilities and personal life activities, ensuring that neither domain overwhelms the other. Achieving this balance is crucial for maintaining mental and physical well-being, enhancing productivity, and fostering job satisfaction. Key aspects to consider in work-life balance include: Time Management: Allocating sufficient time for work tasks while reserving meaningful periods for family, leisure, and self-care. Boundary Setting: Creating clear distinctions between work hours and personal time to prevent overlap and burnout. Flexibility: Utilizing flexible work arrangements such as remote work, adjustable schedules, or compressed workweeks to accommodate personal needs. Stress Reduction: Implementing strategies to manage work-related stress, including breaks, mindfulness, and prioritization. Support Systems: Leveraging organizational support, such as employee assistance programs or supportive management, and personal networks to balance demands. In academic writing or research on work-life balance, it is important to define the concept clearly, explore factors influencing balance, and analyze its impacts on health, job performance, and overall life satisfaction. Structuring content around these themes can provide a comprehensive overview. Would you like assistance in drafting a detailed section on work-life balance for your paper, including thematic organization and clarity improvements?.

### VI. CONCEPT OF FARMWORK

Based on the above research, the researcher applied the theory of work-life balance and the Three-Dimensional Model of Happiness, summarizing and integrating them as a conceptual framework for the study of work-life balance affecting the happiness of employees at a company in Bangkok as follows:



### VII. RESEARCH METHODOLOGY

The study on work-life balance affecting the happiness of employees at a company in Bangkok was conducted with the following objectives: to examine the work-life balance of employees at a private company in Bangkok, to assess the work happiness of employees at the same company, to compare employee happiness based on personal data, and to determine the effect of work-life balance on employee happiness. The study methods were defined as follows:

#### Population

The population used in this study employed sample size calculation with a known population number according to Taro Yamane (Yamane, Taro, 1967:) at a 95% confidence level, as follows:

$$n = 200 / (1 + 200(0.052))$$

$$n = 200 / (1 + (200 \times 0.0025))$$

$$n = 200 / (1 + 0.5)$$

$$n = 200 / 1.5$$

$$n = 133.33$$

In the calculation, the sample size was 134 participants. However, to prevent potential errors in questionnaire responses and incomplete data, the researchers used a sample size of 140 participants.

#### Methods of Data Collection

In order to ensure the completeness of the study, the following procedures for data collection were used: data gathered from research and review of various sources, including textbooks, documents, and other relevant research findings; data obtained from target group responses to questionnaires, which were collected and returned in person. All returned questionnaires were checked for accuracy to ensure that they were complete and could be used for subsequent data analysis.

#### Data Processing and Analysis

The data obtained from the questionnaires were processed

using a computer program by calculating the percentage (%) and mean (Mean) values. Microsoft Excel, a ready-made program, was used to generate pie charts (Pie Chart) and bar charts (Bar Chart), along with explanatory notes. The resulting charts were then presented to analyze according to the characteristics of the various variables.

## VIII. RESULTS

The study on work-life balance affecting the happiness of employees at a certain company in Bangkok focused on a sample group of employees from this company in Bangkok. Data collection was conducted using 200 sets of questionnaires, all of which were returned, representing 100%. The study results are divided into 5 sections as follows: Work-life balance influences the happiness of employees at a certain company in Bangkok.

Work-life balance	B	Std. Error	Beta	t	Sig.	Test
(Constant)	1.858	.441		4.209	.000	
Regarding having sufficient time after working hours	.084	.083	.088	1.018	.311	no
Progress in work	.196	.087	.193	2.263	.025*	yes
Work schedule flexibility	.144	.085	.144	1.679	.096	no
Support from supervisors and colleagues (unit)	-.072	.091	-.069	-.792	.430	no
Family status	-.117	.080	-.127	-1.460	.147	no

The balance between life and work influences the happiness of employees at a company in the Bangkok metropolitan area. It was found that work-life balance in terms of career advancement significantly influences the happiness of employees at a company in the Bangkok metropolitan area at the .05 statistical significance level. Meanwhile, having sufficient time after work hours, work schedule flexibility, support from supervisors and colleagues (the organization), and family status have no significant influence on the happiness of employees at a company in the Bangkok metropolitan area at the .05 statistical significance level (as their significance values are greater than .05).

## IX. SUMMARY

The objective of this study was to investigate the work-life balance that affects the happiness of employees at a company in the Bangkok metropolitan area, as well as to compare the happiness of employees at a company in the Bangkok metropolitan area classified by personal information and work-life balance factors that influence employee happiness at a company in the Bangkok metropolitan area. A quantitative research methodology was employed. The sample group consisted of 134 employees at a company in the Bangkok metropolitan area. A questionnaire was used as the data collection tool, and data were analyzed using descriptive statistics (mean, standard deviation), inferential statistics (Independent t-test, One-way ANOVA), and Stepwise Multiple Regression Analysis. The results of the study can be summarized as follows:

## PERSONAL INFORMATION OF THE RESPONDENTS

The study found that among the 134 respondents, the majority were female, aged between 21–30 years, held a bachelor's degree or higher, were at the management level, and had an average monthly income of less than 20,000 baht. Work-life balance factors affecting the happiness of employees at a private company in Bangkok

The results showed that, overall, the employees' opinions regarding work-life balance at a company in Bangkok had a low agreement level. When considering the degree of importance, two factors were moderately important: having sufficient personal time after working hours, and support from supervisors and colleagues (units). Two factors were of low importance: flexible working hours, career advancement, and family status, respectively. The details are as follows:

Regarding having sufficient time after work, it was found that employees' work-life balance at a private company in Bangkok—in terms of having enough time after work—was rated as moderately important on average. When considering the degree of importance, two items were moderately important: being able to engage in favorite activities after work as desired, and having sufficient time to take care of one's health. Two factors were of low importance: frequently working overtime affecting personal time, and having time to socialize with friends or family after work, respectively.

Regarding career advancement, it was found that work-life balance at a company in Bangkok—in terms of career advancement—was generally assigned low importance. Specifically, four items were rated as of low importance: satisfaction with the organization's performance evaluation methods, feeling sufficiently supported by the organization for career development, receiving positive feedback from supervisors to improve job performance, and receiving training or new skill development to enhance advancement opportunities, respectively.

Regarding flexible working hours, it was found that employees' work-life balance at a private company in Bangkok—in terms of flexible working hours—had a low overall importance rating. However, two items were moderately important: efficiently managing time each day, and having flexibility in taking breaks or leave when necessary. Two items were of low importance: whether the organization had a remote work or work-from-home policy, and being able to adjust start and finish times as needed, respectively.

Regarding support from supervisors and colleagues, it was found that work-life balance among employees at a private company in Bangkok—in terms of support from supervisors and colleagues (units)—was rated as moderately important overall. Three items were of moderate importance: the workplace atmosphere helping you feel relaxed and motivated; receiving support and acceptance from supervisors and colleagues when help is needed; and colleagues communicating and cooperating effectively in teamwork. One item was of low importance: receiving advice or positive feedback from supervisors when issues arise.

Regarding family status, it was found that work-life balance among employees at a private company in Bangkok—in terms of family status—had a low agreement level overall. Four

items were of low importance: whether the organization provides benefits or privileges that help you take better care of your family; being able to participate in family activities without worrying about work; being able to plan holidays or family activities in advance without affecting work; and whether work has an impact on your relationship with your family, respectively.

#### **EMPLOYEE HAPPINESS DATA AT A COMPANY IN BANGKOK**

The study found that the overall level of agreement regarding happiness among employees at a company in Bangkok was, on average, at a low agreement level. When examining the details, two aspects were at a moderate agreement level: happiness from participation in work and sense of meaning in life. One aspect was at a low agreement level: having a happy and enjoyable life, respectively. The details for each aspect are as follows:

**Happy and Enjoyable Life:** It was found that the level of agreement regarding happiness among employees at a company in Bangkok in terms of having a happy and enjoyable life averaged at a low agreement level. When considering the level of agreement, there were four items at a low agreement level: being able to participate in activities that allow relaxation and shared positive experiences with colleagues; feeling satisfied and happy with work experiences at this company; feeling that one has created good memories at the workplace through various company-supported activities or experiences; and the company having activities or benefits that help increase employees' happiness and satisfaction, in that order.

**Happiness from Participation in Work:** The data showed that the level of agreement regarding happiness from participation in work among employees at a company in Bangkok averaged at a moderate agreement level. Considering the level of agreement, there were three items at a moderate agreement level: feeling energized and enjoying working on your projects or teams; your opinions or suggestions being listened to and seen as important; and fully participating in your work. One item was at a low agreement level: feeling that your contribution to this work is valuable and creates success for the team, in that order.

**Sense of Meaning in Life:** The level of agreement regarding happiness among employees at a company in Bangkok in terms of sense of meaning in life averaged at a moderate agreement level. Examining the level of agreement, there was one item at a moderate agreement level: this work makes you feel that life is more meaningful. Three items were at a low agreement level: this work makes you feel that you can create a positive impact on others and society; feeling that working in this organization helps you achieve personal or life goals; and feeling that you are doing work that is important and valuable to yourself or to society as a whole, in that order.

#### **EMPLOYEE HAPPINESS OUTCOMES AT A COMPANY IN BANGKOK CLASSIFIED BY PERSONAL INFORMATION**

Hypothesis 1 testing, which examined differences in the happiness of employees at a company in Bangkok classified

by personal information—namely gender, age, education level, job position, and average monthly income—using Independent t-test and One-way ANOVA for analysis, it was found that the sample groups, across all aspects of personal information, did not differ significantly at the .05 statistical level regarding the happiness of employees at the company in Bangkok. This means that regardless of gender, age group, education or income level, or job position, the employees tended to have comparably similar levels of happiness at the company in Bangkok. Work-life balance influencing the happiness of employees at a company in Bangkok

Hypothesis 2 testing, using Stepwise Multiple Regression Analysis, it was found that work-life balance had an influence on the happiness of employees at the company in Bangkok. Specifically, there was a factor that significantly influenced the happiness of these employees at the .05 statistical level: career advancement.

Career advancement had a statistically significant influence on employees of the company in Bangkok at the .05 level, indicating that the company's employees placed importance on career progression—growing in terms of position or increased income.

Meanwhile, sufficient time after working hours, job flexibility (mean score 2.48), support from supervisors and colleagues (department), and family status were found to have no significant influence on the happiness of employees at the company in Bangkok at the .05 statistical level, contrary to the initial hypothesis. This may be explained by most of the company's employees indicating that opportunities for growth and job security are the main factors determining their happiness compared to other factors.

These findings indicate that a sense of security and opportunities for career advancement are the primary factors affecting the attitudes and happiness of employees in Bangkok, rather than time management or other external support factors. Therefore, organizations should prioritize the design of a clear Career Path, as well as the creation of fair evaluation and promotion systems, in order to motivate and elevate the quality of life of employees—measures which will impact their organizational commitment and sustained work happiness in the long term.

#### **X. DISCUSSION**

The research study on work-life balance affecting the happiness of employees at a company in Bangkok can be discussed as follows: Work-life balance of employees at a company in BangkokThe study found that employees at a company in Bangkok attach only a low level of importance to overall work-life balance. This reflects that most employees are facing significant difficulties in managing the roles between work and personal life, especially within the context of a high-pressure urban society. Employees are unable to allocate time properly for work, rest, and family care, resulting in a disparity between duties and personal quality of life.

The study's findings reflect that the organization may still lack management of an environment conducive to creating balance, such as excessive workload (Workload) or a work

culture attached to excessively long hours, which become factors that create stress and diminish employee happiness. This contradicts the concept of Work-Life Balance, which emphasizes that good balance helps reduce stress and increase work efficiency.

In addition, results also revealed that the overall importance placed on work-life balance is low, especially when compared with career advancement, which is the only factor that has a statistically significant influence on employee happiness.

This result aligns with Herzberg's Two-Factor Theory (1959), which states that motivation factors such as achievement and advancement are the main driving forces employees seek to generate satisfaction. However, the fact that employees attach only low importance to life balance can be analyzed as stemming from the economic situation and rising cost of living in Bangkok, which pressures employees to focus on career growth and income for survival. As a result, "personal time" or "support from society" are viewed as secondary or as things that can be "traded off" for job security. This suggests that workers in large cities are compelled to accept intense work conditions in exchange for promotion and higher incomes, even if they have to face a lack of balance in their lives.

Employee Happiness at a Company in the Bangkok Metropolitan Area

The study found that the overall happiness level of employees was low, reflecting that most employees are experiencing a lack of satisfaction in both their work and personal lives. In particular, they perceive unclear opportunities for self-development and future security, resulting in low motivation and negative feelings toward their work under current conditions. According to Seligman's (2011) positive psychology framework (PERMA Model), employees lack a key element—accomplishment—which, in this study, refers to “career advancement” that employees rated as low. This has led to a lack of drive and a diminished sense of value within the organization.

## XI. RECOMMENDATIONS

The study on work-life balance affecting the happiness of employees at a company in Bangkok can provide the following recommendations:

### Research-based recommendations

1. On career advancement: As the results indicate that career advancement is the main factor significantly influencing employee happiness, the organization should establish a clear and fair career path, promote learning and development of new skills (Reskill & Upskill), and implement promotion and compensation criteria that reflect the potential and dedication of employees, to motivate and enhance long-term work happiness.

2. On work-life balance: Although time and flexibility factors did not statistically affect the happiness of this sample group, the overall feedback was at a high level. The organization should continue to forecast and maintain a work-

conducive environment, such as supporting flexible work arrangements suited to the job characteristics, to prevent burnout and uphold a good standard of employee quality of life.

3. Creating a positive environment: The organization should prioritize building a corporate culture that supports personal growth, as employees in Bangkok face high competition. Receiving recognition from supervisors and colleagues upon success can reinforce a sense of value and happiness in performing job duties.

### Recommendations for future research

1. Comparative studies should be conducted on work-life balance factors and employee happiness between companies in Bangkok and regional companies, in order to reveal contextual and environmental differences that may impact employee happiness in diverse ways.

2. Qualitative Research using In-depth Interview with employees who scored high on happiness should be conducted to explore deeper factors or other intrinsic motivators that may not be captured in quantitative research, such as personal attitudes or satisfaction with life goals.

3. Additional research should be conducted on other factors that may affect employee happiness in the current era, such as digital well-being or mental health support, so that the results can be used to develop the most effective human resource management models.

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