

CONFIRMATORY FACTOR ANALYSIS OF THE EFFICIENT WORK-LIFE BALANCE OF EMPLOYEES IN RAYONG

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ABSTRACT

The ongoing Covid-19 pandemic has affected individuals, society, government and private organizations. People have changed their behaviors, lifestyles and working methods to fit the "New Normal", such as widening social distancing, wearing masks, working from home, etc. In the industrial sector, employees are still working, and most of them still work exceed the working hours required by the Ministry of Labor, which in turn affects the work-life balance. This research aimed to 1) analyze the second-order of confirmatory factor analysis of the efficient work-life balance of employees in Rayong, and 2) examine factors of the efficient work-life balance of employees in Rayong. The sample consisted of 500 industrial business executives. Cluster sampling and systematic random sampling methods were applied in this research. The research instrument was a questionnaire. Data were analyzed using SPSS for descriptive statistics and AMOS for confirmatory factor analysis.

The results found that the factors of the efficient work-life balance of employees in Rayong comprised 5 factors and 15 observed variables as follows; 1) Salary and Welfare consisted of 3 observed variables, 2) Development consisted of 3 observed variables, 3) Personal life consisted of 3 observed variables, 4) Job Security consisted of 3 observed variables and 5) Policy and Administration consisted of 3 observed variables. The second-order confirmatory factor analysis showed that the model was congruent with empirical data. The results of model validation indicated the Chi-square=104.361, df=85, p=.076, CMIN/DF=1.228, and RMSEA=.024. The correlation coefficient analysis revealed that 105 pairs were found the relationship with statistical significance at 0.001. The highest correlation coefficient was the relationship between "Income earned is sufficient to support your life and family" and "The salary is appropriate for the skills and quantity of work" with the correlation value of .561.

Keywords: Confirmatory Factor Analysis, Work Life Balance, Rayong Province

INTRODUCTION

According to The 12th National Economic and Social Development Plan (2017-2021) formed by National Economic and Social Development Council (NESDC), production and service are the top priority to maximize the potential of Thailand to compete in the world market. Inevitably, the two sectors are expanding and becoming the country's most sources of income: production 34%, service 27% followed by commercial 18%, real estate 13% and agricultural 8% (Bank of Thailand, 2020). At this present time, Thai economic structure relies heavily on production sector in which contributes to most of our Gross Domestic Product (GDP). Its growth has been emphasized in industry sentiment index from the year 2017 to 2021, 101.15, 106.83, 108.52, 103.96, and 102.11, respectively. This also had an impact on the expansion of sustainable manufacturing sector.

However, during the past two years, the COVID-19 pandemic has affected the country's GDP, which is decreasing (Ministry of Industry, 2021). Despite the circumstance, manufacturing sector has been increasing. One of the most important factors that make this possible is manpower. The number of industrial laborers has increased since 2017 starting from 37,204,600, to 37,911,200 in 2018, then 37,482,300 in 2019, and 38,288,800 in 2020. Among these numbers, workers aged 15 is rising (National Statistical Office of Thailand, 2020). There are four important resources to drive industrial field: human, money, materials and equipment, and management. Among these, human is the principal value, since human is knowledgeable and capable to manage the work and other resources effectively (Worawattanaparinya, S., 2019). However, human is also spending more time at work nowadays according to the data supported by GFK Thailand (2018). The organization explored the number of working hours across Asian countries and found that workers in Thailand spent most time at work which is 50.9 hours per week. In addition to this, finding from Technology company providing consulting service in "Cities with the Best Work-Life Balance 2021" revealed top five cities where workers have longest working hours and worst work-life balance, Thailand was in the third rank (Kisi, 2021). This means that there are laborers illegally working overtime. Consequently, this may lead to inadequate time spending with themselves or family. In a long term, other problems can be accumulated as shown in Table 1.

working hours per week	2017	2018	2019	2020
<19 hours	1,964.2	1,238.0	1,426.7	1,767.2
20 – 39 hours	7,770.5	8,884.1	8,915.6	9,348.5
40 – 49 hours	19,566.8	20,244.2	22,808.2	20,750.0
>50 hours	7,889.6	7,499.3	6,510.7	6,941.0

Source: National Statistical Office of Thailand, 2019

From Table 1, it is clearly seen that Thai workers tend to work over 50 hours per week, and this trend seems to increase. However, according to the labor law, a worker must not work over 48 hours for general work, and no more than 42 hours for physical health-risk or welfare jobs (Ministry of Labour, 2021). This information is also aligned with data collected by Department of Mental Health that five most reported issues from Hotline 1323 are psychiatric cases (48.33%), stress and anxiety (23.42%), family problems (8%), love issues (7.38%) and depression (5.88%), respectively (Department of Mental Health, 2020). From this pressing phenomenon, the effect may be on losing one's work-life balance if it is prolonged for a long time.

Having studied several theories and research papers on the causes and importance of the problem mentioned above, the researchers found that employees have changed their work-life balance on the condition of the pandemic in 2019, in which is affecting people around the world at all levels: individual, community, public and private sectors, etc. This new trend is called "New normal" (World Health Organization, 2020). Industries, however, is still the main part in driving Thai economy. Thai employees still work and spend longer working hours than the limit by law set by Thai labor ministry. As a result, the researchers have a particular interest in doing second order confirmatory factor analysis of ways in building effective work-life balance of workers in Rayong. The result of the research will give some guidelines to organizations to apply in improving their employees.

RESEARCH OBJECTIVES

1. To analyze second order confirmatory factor of the efficient work-life balance of employees in Rayong.
2. To study factors effective work-life balance of employees in Rayong.

LITERATURE REVIEW

Work-life balance means the balance of working time compared to time spent in living private life (Abioro et al., 2018). The equal time between working and living private life is also considered to be a way to create a good working environment which could help a worker to balance their work and individual responsibilities, and to improve their work performance effectively (Dhas, 2015). In addition, work-life balance means ability in managing private and working time smoothly without any conflicts, as a result; this stability will improve one's life quality in their family and organization (Sangsavang, S., 2016). Fredrick Herzberg (1959) proposed Two-Factor theory to be used as a tool to motivate employees to work: Motivator Factors and Hygiene Factors. Motivator Factors is a strand to create motivation in working for people to feel satisfied, and that would result in work efficiency. There are five criteria of this factor: 1. achievement that creates one to be proud of themselves and feel confident and enthusiastic to work, 2. recognition from boss and colleagues when succeeding, 3. work itself in which is challenging and encouraging one's creativity, 4. learning and ability to understand a task with full potential, 5. responsibility in completing assigned work either routine one or ad hoc task, and advancement by getting promoted, developing oneself, learning additionally and being trained to be able to work.

Hygiene Factors is related to working environment affecting one's satisfaction in working. There are eight criteria of the factor: 1. Salary and Welfare appropriately received from working and work assessment 2. Job Security means sustainability and security of working in an organization 3. Status means position and responsibility that is respected by the society with one's dignity and equality 4. Working Condition refers to equipment and materials that are modern and adequate, properly ventilated and bright, and easy to access. 5. Company Policy and Administration means transparent policy, coordination and effective communication. 6. Supervision-Technical that is conducted fairly. 7. Interpersonal Relation with Supervisors, Peers and Subordinates that is helpful, cooperative, creating mutual understanding and enabling everyone to work together either formal or informal settings. 8. Security in Personal Life that refers to positive and negative feelings which are caused by work.

Direct and indirect motivations are paramount of importance which everyone in an organization should be aware of. Each individual has their own needs and determinations. Motivations in work can create one's satisfaction at work and that leads to good quality of life in workplace (Mitmek, T., & Worawattanaparinya, S. 2020).

Richard E. Walton (1973) proposed 8 characteristics of life quality at work: 1. Adequate and Fair Compensation 2. Safe and Healthy Environment 3. Development of Human capacities 4. Growth and security 5. Social Integration 6. Constitutionalism 7. Total Life Space, and 8. Social Relevance.

Merrill and Merrill (2003) said that everyone can create their own work-life balance and there are five dimensions that play important roles: 1. Working dimension which responsibilities or jobs are driving new things allowing one to improve their efficiency for themselves and organization 2. Family dimension which supports one to their success 3. Time which is equally allocated to work and family, and everyone needs to balance time in their life 4. Financial dimension which enables one to survive in present and future time, and 5. Intellectual dimension which allows one to learn and improve themselves continuously so that they could catch up the changing world. However, the ultimate goal of making a balanced life is to fulfill all aspects in one's life and organization.

From the all above mentioned, the researchers have explored, analyzed, and synthesized the factors that affect work-life balance in of workers in Rayong. The result shows that there are five factors: 1) Salary and Welfare, 2) Development, 3) Personal Life, 4) Job Security, and 5) Policy and Administration.

RESEARCH METHODOLOGY

Population and Sample

The qualitative data were derived from an in-depth interview with 9 specialists consisting of 3 academic experts in management field, 3 executives from business organizations, and 3 executives from government sector. The quantitative data were derived from questionnaires manages with 400 samples (Hair, et al, 2010) from executives in the organization that registered with the Ministry of Commerce, accounting for 13,939 companies (Department of Business Development, 2020). Multi Stage Sampling and Random Sampling methods were applied (Babbie, 2011).

Questionnaire

The research tool for collecting quantitative data was a questionnaire. The questionnaire was containing 3 parts as follows; Part 1 was about the general information of the business, Part 2 was the levels of importance for efficient work-life balance of employees in Rayong, Part 3 was an Open-ended question related with the efficient work-life balance of employees in Rayong.

The questionnaire was created and validated by using Index of Item-Objective Congruence (IOC). If the IOC score is between 0.60-1.00, it means that the question items are congruent. From the validation analysis done by Cronbach-Alpha Coefficient, the questionnaire was given IOC overall score of 0.949, and each item was received Corrected Item-Total Correlation between 0.381 and 0.800.

Data Collection

Data collection was done by means of meeting the subjects in the sample for interviews.

Data Analysis

Descriptive statistics, frequency and percentage, were used to analyze the data in part 1. Mean (\bar{X}) and standard deviation (S.D.) were applied for analyzing the data in part 2. Content analysis was employed and concluded in term of frequency for the open-ended question in part 3.

Confirmatory Factor Analysis and The Second Order Factor Analysis were done by using advanced statistics programmed called AMOS, which suggests criteria in revising the template by considering Modification Indices: M.I. (Silpcharu, T., 2020).

RESULTS

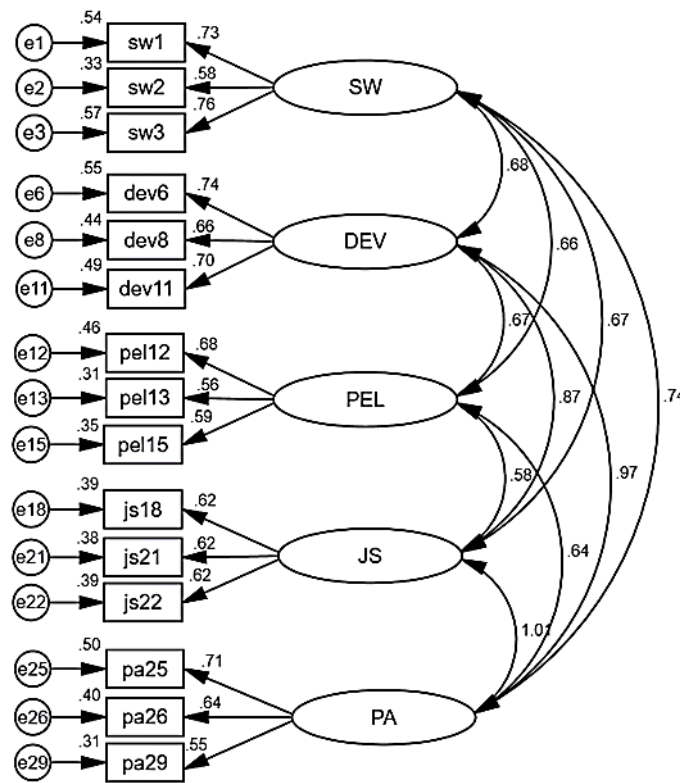
In this research, the researchers collected general information of managers in industrial businesses as the result shown in Table 2: Analysis of general conditions.

Industry	Frequency	Percent
Industrial materials, Machines, Steel	110	27.5
Automotive	93	23.25
Petrochemicals, Chemicals	60	15
Fashion, Household Goods, Personal Effects	56	14
Technology, IT.	45	11.25
Paper, Printing material, Packaging	36	9
Total	400	100
Gender		

Male	239	59.75
Female	161	40.25
Total	400	100
Work Experience		
less than 3 years	119	29.75
3-6 years	112	28
more than 6 years	169	42.25
Total	400	100
Working hours : month		
less than 192 hours	191	47.75
more than 192 hours	209	52.25
Total	400	100

From Table 2, it is shown that most industrial business managers are in steel machinery industrial material at 27.50 per cent, among them 59.75 per cent are males. 42.25 per cent of them had more than 6 years of working experience, and 52.25 per cent had more than 192 working hours per month.

The result from Confirmatory Factor Analysis of effective work-life balance of workers in Rayong is shown as in figure 1.



Chi-square = 84.001 , df = 80 , p = .358
 CMINDF = 1.050 , GFI = .973 , RMSEA = .011

FIGURE 1
CONFIRMATORY FACTOR ANALYSIS OF THE OF THE EFFICIENT WORK-LIFE BALANCE OF EMPLOYEES IN RAYONG (STANDARDIZED ESTIMATE MODE)

From figure 1, it is apparent that the five factors can be applied to measure the ways in building effective work-life balance of workers in Rayong as proposed by the researchers. The Assessment of Model Fit was conducted, and showed the following results: Chi-square=84.001, df=80, p=.358, CMIN/DF=1.050, GFI=.973 and RMSEA=.011.

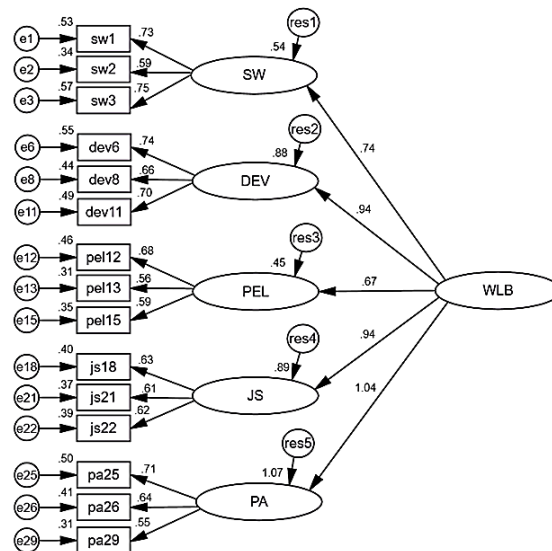
The second order factor analysis of effective work-life balance of employees in Rayong was done separately of each item, as totaled 15 items, by the use of confirmatory factor analysis.

The analysis from AMOS demonstrated that the model fits quite well with the empirical data set as shown by index score in Table 3 and figure 2.

Table 3
THE RESULTS OF SECOND ORDER CONFIRMATORY FACTOR ANALYSIS

Variables	Estimate		R ²	Variances	C.R.	P
	Standardized	Unstandardized				
WLB				0.18		
SW	0.74	1.00	0.54	0.15		
DEV	0.94	1.37	0.88	0.05	10.09	***
PEL	0.67	0.90	0.45	0.18	7.76	***
JS	0.94	1.37	0.89	0.04	9.14	***
PA	1.04	1.58	1.07	-0.03	10.27	***
sw1	0.73	1.00	0.53	0.30		
sw2	0.59	1.15	0.34	0.85	9.94	***
sw3	0.75	1.12	0.57	0.32	11.86	***
DEV						
dev6	0.74	1.00	0.55	0.31		
dev8	0.66	0.93	0.44	0.43	12.28	***
dev11	0.70	0.93	0.49	0.35	13.01	***
PEL						
pel12	0.68	1.00	0.46	0.38		
pel13	0.56	0.92	0.31	0.61	8.09	***
pel15	0.59	1.04	0.35	0.67	8.33	***
JS						
js18	0.63	1.00	0.40	0.58		
js21	0.61	0.82	0.37	0.44	9.91	***
js22	0.62	0.87	0.39	0.45	10.11	***
PA						
pa25	0.71	1.00	0.50	0.43		
pa26	0.64	0.95	0.41	0.56	11.96	***
pa29	0.55	0.71	0.31	0.48	10.39	***

*** Significant level at .001



Chi-square = 104.361 , df = 85 , p = .076
CMINDF = 1.228 , GFI = .966 , RMSEA = .024

FIGURE 2
THE SECOND-ORDER CONFIRMATORY FACTOR ANALYSIS OF THE EFFICIENT WORK-LIFE BALANCE OF EMPLOYEES IN RAYONG (STANDARDIZED ESTIMATE MODE)

From Table 3 and figure 2, factors loading of the test of the congruence of the empirical data with the conceptual framework obtaining the average of 0.67-1.04 indicates that the model is statistically significance at a confidence level of .001. Therefore, it can be said that the five factors are necessary in building work-life balance. Considering the average of each factor, policy and administration obtains the highest score at 1.04, the second one are job security and development at 0.94, followed by salary and welfare, and personal life at 0.74 and 0.67, respectively. The statistical significance of the factors and R² value are between 0.45 and 1.07. It can be said that the five factors can be used to measure ways in building effective work-life balance of employees in Rayong as the researchers has anticipated, with the confirmatory factor analysis of Chi-square=104.361, df=85, p=.076, CMIN/DF=1.228, GFI=.966 and RMSEA=.024.

The factor loading of the observed variable is between 0.55 and 0.75 and is statistical significance with p<.001. The statistical results of each factor are as follows:

Firstly, salary and welfare (SW) factor consists of 3 observed variables sequencing from high to low standardized regression weight: appropriate amount of salary for the worker and family (sw3) at 0.73 with the statistical significance at .001 and R²=0.57, appropriate amount of salary with job responsibilities (sw1) at 0.73 and R²=0.53, and welfare for the family (sw2) e.g. health coverage benefit at 0.59 with the statistical significance at .001 and R²=0.34.

Development (DEV) factor consists of 3 observed variables sequencing from high to low standardized regression weight: opportunities to improve their work skills (dev6) at 0.74 and R²=0.55, level advancement promoted by the management (dev11) at 0.70 with the statistical significance at .001 and R²=0.49, and organization support in acquiring new knowledge to improve working skills (dev8) at 0.66 with the statistical significance at .001 and R²=0.44.

Personal life (PEL) factor consists of 3 observed variables sequencing from high to low standardized regression weight: time to take care of family members after work (pel12) at 0.68 and R²=0.46, time for exercise, hobbies, and preferred activities (pel15) at 0.59 with the statistical significance at .001 and R²=0.35, and early planning for activities on holidays with no anxieties about work (pel15) at 0.56 with the statistical significance at .001, and R²=0.31.

Job Security (JS) factor consists of 3 observed variables sequencing from high to low standardized regression weight: regular socializing with team (js18) at 0.63 and R²=0.40, individual contribution to the organization success (js22) at 0.62 with the statistical significance at .001 and R²=0.39, and helpfulness of each member when dealing with problems (js21) at 0.61 with the statistical significance at .001, and R²=0.37.

Policy and Administration (PA) factor consists of 3 observed variables sequencing from high to low standardized regression weight: opportunities in expressing opinions given by the management (pa25) at 0.71 and R²=0.50, organization promotion system (pa26) at 0.64 with the statistical significance at .001 and R²=0.41, and organization policy on working environment (pa29) at 0.55 with the statistical significance at .001, and R²=0.31.

Result of the assessment of model fit of the second order factor analysis effective work-life balance of employees in Rayong is illustrated as in table 4.

Table 4		
RESULT OF THE ASSESSMENT OF MODEL FIT OF THE SECOND ORDER FACTOR ANALYSIS		
EFFECTIVE WORK-LIFE BALANCE		
OF EMPLOYEES IN RAYONG		
Evaluating the Data-Model Fit	Criteria	Results
Chi-square Probability Level (CMIN-p)	P>0.05	.076
Relative Chi-square (CMIN/df)	<2	1.228
Goodness of fit Index (GFI)	>0.90	.966
Root Mean Square Error of Approximation (RMSEA)	<0.08	.024

From figure 2 and Table 4 show statistical value of the assessment of model fit of the second order factor analysis of ways in building effective work-life balance of workers in

Rayong. The researchers revised the model by using Modification Indices suggested by Arbuckle (2011). The process was done by considering the result value calculated by the instant program coupled with theories to eliminate irrelevant observed variables one by one. Then new model is assessed until the model, in which four statistical values are valid. The model, therefore, is complete and valid according to the Assessment Model Fit. After revising the model, the Chi square value is $.076 > .05$. This means that there is no statistical significance. CMIN/DF is 1.228 which is lower than 2, GFI=.966 which is more than .90, and RMSEA=.024 which is lower than .08. From this result, it is statistically suggested that this model is fit with the empirical data.

Bivariate Correlations is conducted to find the relationship between variables work-life balance and effectiveness of employees in Rayong after the revision of the model as shown in Table 5.

Table 5
THE RELATIONSHIP BETWEEN VARIABLES WORK-LIFE BALANCE
AND EFFECTIVENESS OF EMPLOYEES IN RAYONG
AFTER THE REVISION OF THE MODEL

Observe	\bar{X}	S.D.	sw1	sw2	sw3	dev6	dev8	dev11	pel12	pel13	pel15	js18	js21	js22	pa25	pa26	pa29
sw1	3.62	.80	1														
sw2	3.34	1.14	.386***	1													
sw3	3.45	.86	.561***	.450***	1												
dev6	3.66	.84	.364***	.313***	.360***	1											
dev8	3.67	.88	.321***	.240***	.315***	.512***	1										
dev11	3.64	.83	.379***	.337***	.368***	.513***	.451***	1									
pel12	3.54	.84	.337***	.225***	.348***	.290***	.300***	.361***	1								
pel13	3.58	.94	.253***	.161***	.271***	.275***	.307***	.263***	.382***	1							
pel15	3.26	1.01	.340***	.182***	.290***	.275***	.266***	.284***	.399***	.330***	1						
Js18	3.61	.98	.330***	.296***	.333***	.454***	.339***	.351***	.270***	.229***	.297***	1					
js21	3.78	.83	.296***	.243***	.257***	.385***	.344***	.352***	.205***	.165***	.159***	.379***	1				
js22	4.02	.86	.304***	.206***	.325***	.435***	.379***	.361***	.213***	.239***	.202***	.379***	.401***	1			
pa25	3.78	.92	.363***	.346***	.348***	.513***	.431***	.478***	.339***	.193***	.281***	.453***	.444***	.485***	1		
pa26	3.48	.97	.345***	.342***	.348***	.443***	.441***	.499***	.277***	.252***	.203***	.374***	.389***	.346***	.459***	1	
pa29	3.80	.83	.328***	.318***	.299***	.379***	.341***	.350***	.242***	.222***	.209***	.347***	.407***	.335***	.379***	.352***	1

*** Significant level at .001

From Table 5, it is obvious that the relationship between variables of ways in building work-life balance and effectiveness of workers in Rayong after the revision of the model, 105 pairs of variables are statistically significance at a confidence level of .001, the first five pairs sequencing from high to low are as follows:

1. The relationship between appropriate amount of salary for themselves and family (sw3) and appropriate amount of salary with job responsibilities (sw1) is .561.
2. The relationship between level advancement promoted by the management (dev11) and opportunities in expressing oneself given by the higher up (pa25) and opportunities to improve their work skills (dev6) is .513.
3. The relationship between organization support in acquiring new knowledge to improve working skills (dev8) and opportunities to improve their work skills (dev6) is .512.
4. The relationship between organization promotion system (pa26) and level advancement promoted by the management (dev11) is .499.
5. The relationship between opportunities in expressing opinions given by the management (pa25) and individual contribution to the organization success (js22) is .485.

The least positive relationship between the variables is the helpfulness of each member when dealing with problems (js21) and time for exercise, hobbies and preferred activity (pel25) which is .159.

DISCUSSION

The discussion on confirmatory factor analysis of effective work-life balance of employees in Rayong is thoroughly presented in this section.

1. From the finding found that one variable of effective work-life balance of employees in Rayong, the highest score was given to individual contribution to the organization success (js22) with the average of 4.02. It seems to the researchers that everyone in an organization has an equal importance at work. Each member needs to have the same purpose and goal in driving the company to its success. In so doing, the work done will be fruitful. At the same time, the company should pay equal attention to all members, which will lead to cooperative and good working environment. Ultimately, each individual will be proud of themselves as they are a part of the achievement. Similar idea was also found in Sansing, A., & Tungsawat, S. (2017) study which revealed that high average of 4.06 was scored in organizational commitment from sub-criterion stating about great intention to work for the organization variance.
2. From the second confirmatory factor analysis found that one variable of effective work-life balance of employees in Rayong is policy and administration that obtained the highest standardized regression weight at 1.04. It is suggested that development of an organization relies heavily on clear goal and precise directions. With goals and directions will enable one company to do the business quickly and smoothly. Worawattanaparinya, S. (2020) claimed that any organizations should indicate career path clearly or provide employees opportunities to maximize their potential themselves. When the employees exactly know their career path, they will be willing to devote themselves to work, resulting in salary and welfare afterwards. Furthermore, companies should allocate work among their employees fairly. This claim is also supported by the research of Taheri, R.H., Miah, M.S., & Kamaruzzaman, M. (2020). The study showed that work satisfaction directly depends on working environment, in which facilities and convenience are equipped to support all aspects e.g. physical, social, financial, and security, etc. Under a good working condition, company's goals will be very well achieved.
3. From the second confirmatory factor analysis found that one variable of effective work-life balance of employees in Rayong is appropriate amount of salary for themselves and family that obtained quite high standardized regression weight at 0.75. It seems to the researchers that recent COVID-19 pandemic has a huge impact on worker's income such as the decrease of salary or overtime pay. Hence, these workers have to reduce their expense and live their sufficient life. In so doing, they can make ends meet and be able to do some savings. Similar vein has also discovered in Panyarattana, S. & Rahothan, J. (2019) study which shows that the most important factor for all employees is adequate remuneration either in the form of money or others. Management should consider both performance, in which comparable to other competitors, and other aspects of employees such as qualifications, abilities, skills and experiences and pay them accordingly. Furthermore, Galanaki, E. (2020) has suggested that employers should establish a clear payment policy and pay on time during this unpredictable economic situation. In so doing, employees will be motivated to work productively. Besides, this study also revealed that female workers are more negatively affected by remuneration allocation than males. Therefore, employees pleading for payment or benefit is more frequently occurred. Inevitably, to sustain the company reputation and industrial competitive performance, the management should seriously consider consistent remuneration either in form of money or other benefits.
4. From the finding found that two variables of effective work-life balance of workers in Rayong, the equal score given to appropriate amount of salary for themselves and family (sw3) and appropriate amount of salary with job responsibilities (sw1) is .561. This can be interpreted that even responsibilities of being employers or employees might be different, salary and benefit are necessary for each individual in order to make a living for themselves and family. Secondly, work allocation should be fairly done by the management in accordance with employees' capabilities, and department. Iqbal, S., Guohao, L., & Akhtar, S. (2017) claimed in their study that remuneration factor outweighs other factors in retaining employees in a company. This is because salary, rewards or benefits can create happiness and job satisfaction in employees when compared with other companies'. Similarly, research done by Jituea, N. & Jadesadalug, V. (2018) suggested that fairness in job process and remuneration are highly related, at the average of .780. This means that equity in workplace such as work process, performance evaluation, and job allocation play an important role in creating company loyalty and productivity. Ultimately, this will bring sufficient happiness to all employees since they have good personal finance to support their life and family.

SUGGESSTION

From the research results, there are important five factors in building effective work-life balance with 15 observed variables. The result from the second confirmatory factor analysis

indicated that the model is quite fit with the empirical data considering R^2 value and relationship between the 105 pairs of ways in building effective work-life balance of workers in Rayong with the statistical significance at .001. Further research can be done in two areas. First, the study can be done in service industry or other fields to explore ways in building effective work-life balance to create effective working life for employees. Secondly, other factors related to effective work-life balance are worth discovering.

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