



Flexible Work Management and Work-Life Balance

Beijing Hepingli Hospital

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MASTER'S THESIS
September 2021

International Business Management

ABSTRACT

Tampereen ammattikorkeakoulu
Tampere University of Applied Sciences
Master's Degree Programme in International Business Management

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Flexible Work Management and Work-Life Balance Beijing Hepingli Hospital

Master's thesis 74 pages, appendices 11 pages
September 2021

This study aimed to explore the current situation of employees' working conditions and work-life balance as indicated by the well-being in the Finnish medical organization. This research was designed as a case study, and the results provide a review to the ward managers in Beijing Hepingli Hospital. Investigate the information on how currently Finnish nursing employees define and experience the phenomenon of flexible working arrangements. By interviewing the employees and managers in both medical organizations, and previous research studies, the result of the study would be to be able to share an overview of the working condition and identify potential outcomes.

The data is influenced by a method with surveys and semi-structured interviews. The COR Model planned for this study aimed to collect the most relevant information for this specific point of view. The study results were analyzed through the theoretical framework, combined with the most recent research results of the topic.

A subjective reflection of the employee and employers provided valuable information for the working environment in the medical organization on how the perspectives of employees' psychological conditions have been influenced by the utilization of the flexible working arrangement. The results show that flexible work management when used as a resource positively promote individuals' physical and mental health. Furthermore, the mutual support of energy and adequate resources promotes individuals' life status outside of work by reducing the stressful conditions in the work environment.

In future studies, this topic requires new, more detailed research to explore more attitudes, effectiveness, and acceptability of testers to be applied to this flexible working program in Beijing Hepingli Hospital. However, the main point of any study and change is to use it flexibly in the real-world and solve problems effectively. Moreover, it is also necessary to understand the influence of the flexible working progress of practices on the organization level, especially concerning different cultures.

Key words: flexible working arrangement, job autonomy, time management, psychological wellbeing, working life balance

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1 INTRODUCTION

1.1 Chapter overview

The first chapter starts with a description of the review and setting of this study. The overview for the framework of the study is given. The current situation and challenges of the medical industry in several countries, and overview the case company are introduced, as well as the overall study ideas, methods, and the main learning questions. However, the main contents of learning are reflected in the built-in paragraphs and analysis of the study as the flowing chapters. Different chapters are designed and arranged according to the study purpose and learning questions.

1.2 Research background and challenges of the work situation in healthcare

All over the world, demographic changes in the course of the past few decades, significant challenges such as globalization, aging population, and shortages of nursing employees have straightforward influenced the current situation of the medical field (European Commission 2010). As a result, work-life balance and working conditions have become a more popular topic as the principal item of nursing employees in the health care system. Furthermore, working in a high-pressure environment such as that of medical personnel, more and more people are paying attention to this area and are trying to maintain and create a balance between work and life. Also, they are seeking to give the same value to better respond and create more conditions to face due to the distance between the working and living conditions of problems, such as the pressure between work and personal health (L. P. Ng et al., 2017).

Surprisingly, people who work for most of their adult life will spend more than 90,000 working hours over their lifespan given full-time employment from the period of twenty-one to sixty-five (Gonzalez-Mulé & Cockburn, 2017). Work-life is the crucial part of human waking time and the central part of an individual's life (Beaton & Pinkney-Atkinson, 1979). All directions of an individual's work

environment have a relationship with significant personal life results. Work-based strain theory states that various sides of a person's working environment affect well-being and mental health, both internal and external of the private life (Crawford, LePine, & Rich, 2010; Hobfoll, 1989; Karasek, 1979).

One of the most intense occupations is the nursing job. The nursing staff is constantly under stress due to different circumstances with the unique work condition and unmeasurable outcomes of patients (Johan et al., 2017). The issues usually include group atmosphere and team managers, insufficient professional skills with various process preparations, the intricate working system, and dealing with palliative treatment for patients in their end-of-life stage (Mohamedkheir et al., 2016). A questionnaire in 2005 in Florida did research related to nursing employees' working environment, and the result found almost 38 percent of nurses have considered quitting the job before retirement stage, addressing strained work conditions and unreasonable shift working arrangements (Bard, 2005).

Another body of research states that, in Victorian, every year around 2000 occupational caregivers took time off with the same explanation: work overload and inflexible work schedules (Hogan, Moxham & Dwyer, 2007). Although, work-life imbalance, work-family conflict, and so on are closely related to the working environment. Medical team members, nurses, and doctors usually working for long hours without consideration for daytime or night-time, highly demanding operating type, have insufficient control over what they are managing, accountable flexibility to figure out new skills, and may not have an easy time dealing with their general life (Cox & Griffiths, 1996).

The healthcare industry has been seeing this phenomenon for a while already, particularly in scheduling and demanding work environments, working schedules that vary from shift to shift, where work stress is the biggest challenge and core concern (L. P. Ng et al., 2017). This aspect is the main content related to employees in general working life quality and psychological status because work is as one of most valuable segments for peoples' lives.

Furthermore, medical nursing staff play a necessary position in improving policies such as health care strategies. Quality improvement in the healthcare environment involves promoting the safety and quality of life in every patient, maintaining the physical and mental health development for medical staff is the necessary precondition (Chilton,2015). Moreover, Innovation with improvement policies as the new strategy for the new generation no matter the industry, medical facilities and qualities should never be neglected. The capable medical caregivers may use the experience and their practical ability to implement new policies in the working area to reduce the risk for patients and make ways to ease patients suffering. Whereas this is closely related to their well-being, the nursing professors should remain in a positive mental state as they positively influence future development. The advantages will nourish patients, various fields of medical condition, countries, and even globally (Chikukwa, 2020).

The quality of work-life and the working environment cannot be treated differently. The vital factor is the work resources which are associated with the well-being of individuals outside of work and work-related stress (Grzywacz & Carlson 2007, Kalliath & Brough 2008). Although, psychological strain condition between work and personal life poses a more significant challenges for healthcare givers such as nursing employees must face the most than ever before, even when compared to any other healthcare professionals. Considering the suffering faced by medical institutions mentioned earlier, the atmosphere may worsen if measures do not address the current demands on the working conditions of nursing staff.

1.3 Description of case company and statement of problems

Beijing Hepingli Hospital offers different kinds of treatment in the clinical unit and administration department as tertiary, first-class comprehensive medical care. This traditional medical company's vision is to provide quality service and treatment to the patients and take responsibility for their employees. Based on this point, the hospital has developed multiple directions with an unmeasurable velocity and focused on medical research with popular technology for diagnosis and treatment. However, medical technology and nursing concepts complement each other. Rapid development requires sufficient resources to improve the

quality of patients' services and reduce the medical risks of nursing. Nursing teams are the first guardians of patients, and their status directly affects the rehabilitation results of patients and the development of enterprises. Therefore, promoting nursing staff's well-being status is the first element in promoting patient safety and reducing risk factors.

1.4 Aim of the study and research objectives

Based on the afore mentioned working condition of the case company, the purpose of this study was to explore the work-related resources in the working environment that influence operating life balance through psychological well-being in hospital registered nursing employees (RN's). In other words, a deep understanding of the advantages of flexible work arrangements in the workplace in terms of work autonomy and time management influences the psychological stress of RN's, ultimately increasing well-being and enhancing the work-life balance for health caregivers. The solution will serve as a way for future development in an experimental stage. The relationship between job autonomy and time management are the main characteristics of the flexible working arrangement, and psychological well-being as the main content of work-life balance are to be investigated in this study.

In more detail, this present paper is a study of work-life balance indicated by psychological well-being. The result investigated shares the overview of flexible working conditions that suggest positive influences for work-life balance as essential consideration for promoting nursing employees' well-being. A peaceful working lifestyle is the necessary element to provide a quality service for patient's safety and emotional health. In total, there were three research objectives including:

- 1). To examine the influence of the flexible working arrangement as the work resources (i.e. job autonomy, time management) on psychological well-being (i.e. psychological stress, personal somatic health, patient's safety, professional skills).

- 2). To examine the influence of different factors enrichment on psychological well-being.
- 3). To examine the psychological well-being and increase the employee's work-life balance

1.5 Research main question

How to improve work-life balance through psychological well-being for nurses at Gastroenterology department of Hepingli Hospital?

Sub-questions:

1. What is the relationship between a flexible work arrangement and employee's psychological well-being?
2. What factors affect the nursing employee's psychological well-being?
3. How does the psychological well-being can increase the employee's work-life balance?

1.6 Research setting and method

This assessment is designed by semi-structured research with the qualitative approach as a way to investigate. Qualitative research gives significant meaning when looking at the results for people's concerns, personal feelings, opinions, and reasons (Cooper & Schindler, 2014. p144). The data gathered was taken from around 10-20 medical nursing employees and nursing supervisors who are working in the medical institution, adopting the same criteria that flexible working schedule have used currently. Different factors arranged the contents of the questionnaire according to Hobfoll's (1989) conservation of resources (COR) theory. The main contents include work autonomy related to the latitude of decision making and time management related to work-life balance based on characters of psychological well-being and stress.

The author collected the empirical material and data in Finnish and English, the responsibility of translation was left to the author for the study report. The time allotted was in June of 2021 during which the author sent a questionnaire by email to respondents who match the criteria. The questionnaire contained optional questions and semi-structured interviews were also used as the model to collect the answers.

1.7 Limitations of the study

The study is only based on the current medical care situation in a Finnish medical care system with nursing employee perspectives. The study did not have many combinations to a specific context consideration, for instance, the background of detailed cultural reference and classification of various countries categories. To address the certain factors on medical employees' working life equilibrium based on two factors related to job autonomy and working time management. While in this study, the criteria of work-life balance, as previously mentioned, have been limited from the perspective of medical registered nursing staff and psychological wellbeing as one of the most valuable measurements at present.

1.8 Validity and reliability of the study

The reliability of the measurement method is a cornerstone to test the validity of the technique. However, when the measurement of the actual situation is invalid, the value of its reliability is significantly reduced. In contrast, it is essential to ensure that effective measurement methods are used in qualitative surveys (Cooper & Schindler, 2014). The validity and reliability of the research considering the exploratory nature are the primary concerns. Because the results provide the use and application of a solution to a real problem, the most critical consideration in the exploration process is a high degree of validity and authenticity of confidence in the reliability of the data collected.

The validity and reliability of data complement each other. In qualitative research, the main problem is collecting fundamental data through appropriate methods. The main goal is to consider the actual situation in order to make the research goal become more meaningful. As part of the investigation process, the interviewees' personal experience and feelings and the solid case of the interviewees are used to judge whether the problem-solving methods are targeted and applicable in real life. Although uncertainties may occur to some extent, resulting in a certain degree of unreliability, this study provides sufficient resources and personal views for sample data based on the different perspectives of interviewees and the current personal reality. As part of the results, many similar agreements have been found according to the sample data measured. The research gives the conclusion that high-frequency consistency found in measurements can be said to have quality reliability. Therefore, for reliability, this study provides assistance that continues to be investigated by looking for further research in the same topic or related area (Carminers & Zeller, 1979 & Kazi, 2009).

As the one part of this study, the writer executed the interviews with open-ended questions, employees' and employers' perspectives, and questionnaires were carried out. In other words, each person's perspective was given from their viewpoint. Therefore, it is not the employees who provide the thoughts from the employee's perspectives or the leaders who share their ideas from their view. Therefore, the validity of this study is reliable. Furthermore, the investigated result shares the overview that flexible working conditions positively influence work-life balance as an essential consideration to promoting nursing employees' well-being.

2 THE THEORETICAL PERSPECTIVE FOR UTILIZATION OF FLEXIBLE- WORK ARRANGEMENT

2.1 The theoretical background of flexible- work arrangement

Over the past few decades, flexible arrangements and personal life have become one of the hottest topics and challenges discussed by employees and organizations in different fields (U.S. Department of Labor, 1999). This sense of urgency is driven by changing demographics and the demands of varying job roles. Employers in many industries have long realized that flexible arrangements will help maximize the interests of both the organization and employees. In comparison, flextime has grown in popularity with many organizations in different industries (Erskine, 1967).

In 2013, a European company conducted a relatively representative questionnaire survey of about 30,000 people in all European countries and regions. The survey results showed that about 66 percent of enterprises in Europe offered the possibility for employees to choose their working hours. In subsequent surveys, the percentage of utilization rate continued rising. Although, the useability and prevalence of flexible working vary widely between countries. Finland, Denmark, Sweden, and Austria have relatively high rates of more than 80 percent of enterprises have arranged such services. Still, in Cyprus and Bulgaria, the number is less than 40 percent (Eurofound, 2015). The result also implies that flexible useability still has more chance of improving in a wide range of industries.

Legislation on flexible arrangements in many countries is designed to consider more issues from an economic perspective (Ramakrishnan & Arokiasamy, 2019). Flexible workplaces developed in Europe around the end of the 1970s. The first American company to use this system was Hewlett-Packard in Boblingen around 1973. Combining to the settled hours per day, some of Germany companies give the flexibilities to employees as well (Ramakrishnan & Arokiasamy, 2019).

Since 2003, all UK employees with children under six or with caregiving responsibilities have been entitled to request flexible working conditions (Joyce et al., 2010). In particular, the Nordic countries grant a wide range of flexible working rights, like parental leave, flexible working hours, and other family-friendly provisions. Similarly, those legislative changes give the potential signal that flexible working has a positive significance on employee's adaptability and a company's continued development (Albertsen et al., 2007). Flexible working hours have become quite popular in some large multinational companies; however, it depends on industry categories (Eurofound 2009). Although, in Asia, flexible working arrangements have more chance of meeting future challenges and currently not much on the practice has been shown (Ramakrishnan & Arokiasamy, 2019).

Previous studies have suggested the reason is that flexible work arrangements are more welcomed in modern society. This approach can improve employee engagement and job satisfaction, thus achieving individual flexibility, which is why flexible work is prevalent in today's society. In some cases, the need for flexible working hours is a main reason to emphasize, as employees are willing to face new challenges staying in their job with inflexible working hours. Although, this has not been fully utilized in the global health care arena (Kelliher & Anderson, 2010). Therefore, this approach can be an attempt as a strategy to improve the working environment of medical teams as the main project of sustainable development for a registered nurse's psychological health.

2.1.1 The definition of flexible working arrangement

Work arrangements include two aspects covered by working hours: working during the non-standard working period time, such as evenings, weekends, or mixed shifts. However, types of flexibility include fixed and predictable schedules and employer-led flexibility that changes frequently based on the employer's needs to give employees a degree of freedom (Fagan et al., 2012). Meanwhile, the flexible working arrangement also refers to a kind of stratification in an organization that gives employees more opportunities to choose their working hours and work areas (Peprah et al., 2020). Although employee-oriented flexible

arrangements allow employees to fully arrange their work arrangements, including working from home, even though it depends on the categories of industries, it is employee-oriented to work under these conditions (Fagan et al., 2012). Due to the different nature of the medical care industry, not all flexible working methods are suitable for the clinical medical sector, especially for various special departments due to the other patients' received condition. The medical system is 24-hour processing, it is more important to combine a variety of options in the design and operation of work practice, to effectively adapt to the life of the nursing workers (Nursing, 2015).

This study focuses on flexible working schedule arrangements by personal decision-making based on the employees-oriented system in the medical care organization. The work-related factors as the main recourses to support nursing employees work- life balance through psychological well-being. The resources covered by job characteristics in terms of job autonomy as the synonym of job control and working time management as the second factor, these two factors have significant effects on nursing employees' work-life balance by influence psychological well-being.

2.1.2 Job autonomy of working environment

Job autonomy addresses the freedom of employees in making decisions related to their work, such as the way to complete the tasks, plan the work, and the style to deal with the exceptions to the career (Hackman & Oldham, 1975). In addition, traditionally given the name autonomy by the individuals, this refers to making work-related decisions by themselves and offering a complete chance to carry out the work in the working environment (K. Y. Ng et al., 2008). Moreover, occupational autonomy is an integral part of the medical profession. It refers to the management, independence, and ability to make clinical decisions and critical judgments based on their patient's needs in order to reduce the risk factors and provide a quality of care once the individual has met professional abilities (Aghamohammadi et al., 2019; Keshk et al., 2018).

According to Hobfoll's (1989) conservation of resources (COR) theory, the personal experience of psychological stress results from loss of resources in environmental conditions with insufficient perspectives, which can happen with both actual losses and underlying losses. Videlicet, the pressure occurs when they face an inner threat towards personal resources, and thus experiences stress (Hobfoll, 1989).

The positive effects of job autonomy have been documented by most opportunities to consider the work environment in response to burnout situations. It buffered the opposite positive effects required in the work environment as the energy to support (Bakker & Demerouti, 2007; Bakker, Demerouti, & Euwema, 2005). However, absolute freedom and energy are invisible and exist in the space of the environment, as an invisible force that exists in the universe. The power is a light that same as the content of job autonomy. According to the energy and power classification chart created by American scientist Dr. David R. Hawkins, all the materials divided into the end are molecules and atoms. Cross to the future, and it is energy, so is the person, and can test out the person's point; one is a negative position, one is positive (Hawkins, 2020) (Figure 1).

Regarding this point of view, it is understandable that when employees lose energy in the work environment, in other words, when there is insufficient energy in the background, all environmental receptors will be directly affected. Likewise, when people are under stress, energy levels are harmful (Hawkins, 2020). Demanding work combined with inadequate job management leads to a persistent poor mental state. It is exacerbated by ongoing stress, which destroys individual energy and leads to a further vicious cycle of work environment, which eventually leads to some degree of physical or mental illness for the personal (Demerouti et al., 2001; Richter & Hacker, 1998). Vigoda-Gadot (2007) found that job autonomy is negatively correlated with job burnout in the sample of Israeli teachers. Apart from that, positively associated with mental health, both directly and the way through industry commitments.

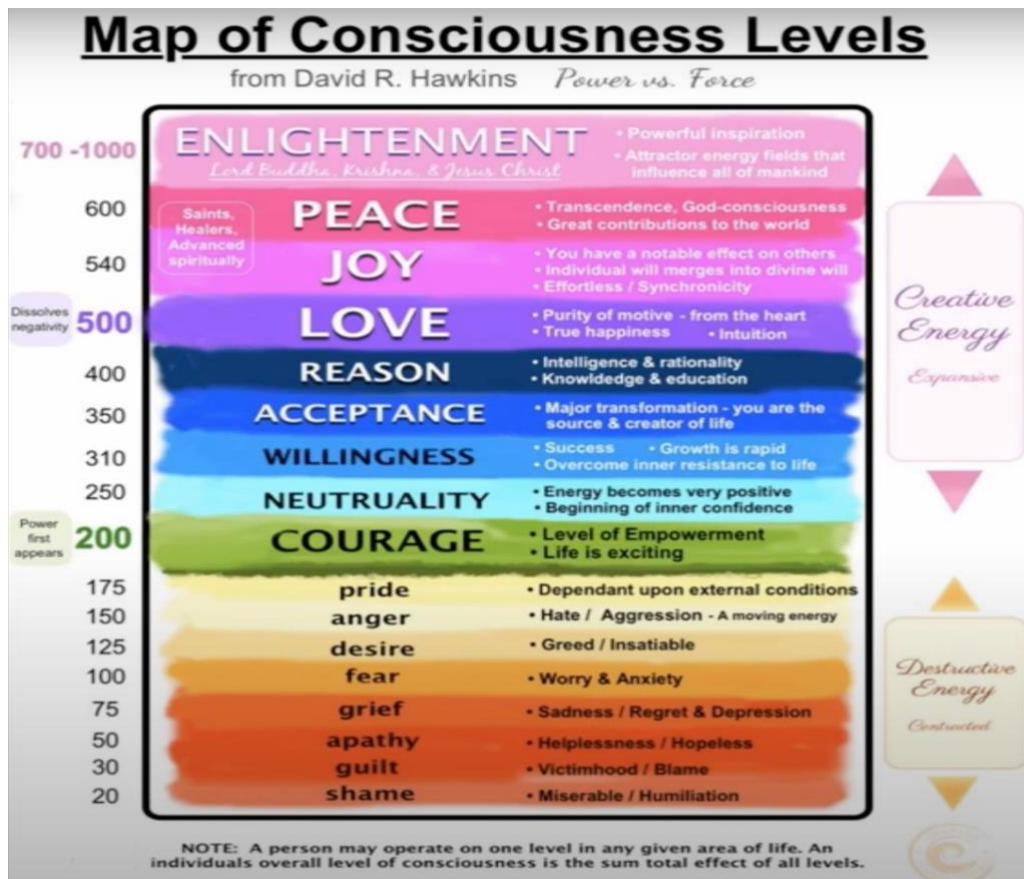


FIGURE 1. The Level of Energy Scale (Hawkins, 2020)

When the individual or team has sufficient resources, the overall magnetic field state is positive. According to the law of gravity, at this time, the earth and universe are also influencing individuals in a particular area in the same direction, thus further promoting the generation of energy, therefore increasing the type of powers and resources in the working surroundings, and in this layer will further promote arranging environment in one field (Byrne, 2010).

The working environment is a product of the corporate culture and powerful thinking model of the leader, which can seriously affect the development of the enterprise and the self-realization of employees in work and being an integral part of their lives. The power invisibly creates the atmosphere of the team to affect every member psychological and life condition (Opoku et al., 2015). When enough freedom and autonomy is matched to the individual ability of employees, this power will advance rapidly and bring higher effective value to the enterprise, this value has nothing to do with the external material world such as money and

honor, but more is the spiritual unity of the individual and enterprise (Murphy & McMahan, 1995).

2.1.3 Working time arrangement of working environment

Working time management is the content of self-arrangement in terms of working schedule. The definition is the employees have possibilities driven by their own opinions correlated to patients needs and working development to make the plan in a level of duration and distribution (Fagan et al., 2012). However, time is necessary for the working environment, whereas the time strain can directly affect other correlation factors (Hobfoll, 1989). Therefore, time management makes predication beforehand to arrange a positive working environment leading to successful functional productivity. More specifically, more possibility to predicate the next step working step regarding different procedures and risk management that as work-related activities (McNamara et al., 2011).

Nowadays, countless enterprises aim to take care of customers as the first consideration. However, the employees of an enterprise are both the partner and the first customer of the enterprise, their needs as the first step are valuable to think about. The rich resources needed to improve employee's and the cohesion of the working environment by the valuable resources give the whole account to employees. Sufficient time makes employees become joined together to work (Belak & Milfelner, 2012).

This argument was given by another body of research. Time management means meeting personal needs e.g. personal preferences and encouragement to mix shift patterns and align with personal, professional skills management that influences nursing team professional qualifications as the continued development (Harper, 1983). Whereas the time strain directly affects the working condition, time as a resource in the employee field, consumes the personal internal resources once the outside of working resources do not sufficiently support the employee's needs. This kind of consumption correlates emotionally and also physically as the high demanding factors (Wayne et al., 2017).

2.1.4 Patients' safety of time efficiency in working conditions

The aim to reduce the risk of the working environment is the responsibility of caregivers regardless of concern to patients and employees. To reference, nursing work deals with the patient's safety as the duties belong to a significant part of the job. In nursing contexts, understanding the result of time pressure is the most potent aspect related to patient conditions and employee well-being. The reason is that in current medical care, qualified nursing employees are hard to find within this global phenomenon (Blegen, 2006).

Efficient utilization of time will promote patient safety, reliability, and patients' outcomes. In most cases, time-related stress is a critical predictor of maintaining and preventing patient safety conditions (Spence Laschinger & Leiter, 2006). In addition, time sufficiency in the working context has a positive relationship to reduce the probability of medical errors and promote other conditions related to job attention and operational skills of caregivers (Teng et al., 2010).

In addition, high burnout levels among health care workers may increase as time pressure increases, leading to higher levels of negative emotions. This time conflict caused by lack of resources in work surroundings will continue into one's capabilities, group work cohesion, concentrations of work, and productivities for patients, thus forming a vicious circle of mutual influence to one's working condition (Gattuso & Bevan, 2000). In this context, nursing workers will not be able to make the most accurate and optimal choices for patients and will seriously induce the resulting threats to the safety of patients.

Besides, some psychological studies and medical research have been using work-related stress to demonstrate hostile health conditions. In different industries, limited possibilities are set beforehand, and the work schedule is published up to a week in advance. Therefore, for employees, there is only limited time to meet work needs (Zeytinoglu et al., 2004).

2.2 The theoretical context of work- life balance

Work-life balance has been studied in business, human resources, psychology, and multiple disciplines in the past. Also linked to work-life conflict and work satisfaction in past years for HRD research and practices. A specific topic has been related to the different fields as the research (Fisher, 2001). According to the literature, work-life balance is the first advocate in the UK in the 1960s (Hogarth & Bosworth, 2009). After that came representative and significant studies on work-life balance.

In another study, work-life balance was first proposed in the late 1970s, when Harvard University researchers suggested that various American companies adopt the flexible working arrangement popular in Europe (Elbing, Gadon, & Gordon, 1974). However, the work- life balance is still on the agenda for developing in different contexts at a certain level. The accumulation of research into the single and environmental factors that affect work-life balance and the positive result of work- life balance has been relatively slow, which is quite significant (Wilkinson, 2013).

2.2.1 The definition of working life balance

Work- life balance has multiple specific definitions which have often been expressed in policy papers over past few years. The impact factors include a hostile working environment with unsocial time control, work-related depression and persistently unstable work hours (Byron, 2005; Batt & Valcour, 2003; Dex & Bond, 2005). The adverse effects of imbalance work and life for both the industry and its personnel are significant, and it automatically affects the quality of personal life and the advantages of the sector (Pryce et al., 2006).

Kossek and Lautsch (2018) state that every single occupation team exhibits varying degrees of work-life balance and flexibility. It has been acknowledged that it is highly subjective within personal perspectives and is connected to a wide range of perceptual phenomena. In this study, the ratio is defined as the good

psychological condition in psychological well-being as the goal of achieving and maintaining the functionality of work and personal life in the healthcare team for nurses. In detail, it is the factors related to the working environment related to time-strain and a certain level of employees arrangement as main factors, including psychological and physical well-being associated with the general life of the nursing employee (Steiber, 2009).

2.2.2 The context of psychological well-being

The concepts of well-being are associated with personal health by mental and physiological effects. Job satisfaction with peaceful working conditions, does not much consider the physical disease, work-related stress, and depression as the concepts of well-being defined by Warr (1987). Well-being gives the positive signal that related to work and life balance and vice-versa. Although, psychological stress is the significant factor correlated to well-being (Avey et al., 2010).

For humans, stress usually constitutes the downward or upward state that influences a person's psychological and physical well-being. Behind the various responses to stress are several hormones responsible for managing the conditions. When an unstable mood arises, the average body's hormones react negatively. Both physiological and biological conditions can be impacted due to the various internal or external environmental conditions (Bushak, 2014).

Unstable working time arrangements, at different times, night shifts, and non-social working time arrangements such as weekends, positively impact the mismatch between work and life demands on a standard psychological level (Fagan et al., 2012). Studies have addressed the fact that the relationship between work and physical health-related problems has been established among interferences between each other, the stress is one of the various models that indicate health problems, and this is defined by most of the employees that impact their health conditions (Halpern, 2005).

Furthermore, personal health condition as the basic level of human needs is the primary fundamental of achievement akin to the next level of human desire, such as work and life balance. This is based on Maslow's hierarchy of needs self-fulfillment theory (Schädel, 2011). Appropriate commitment and engagement to the position by various demands since having sufficient resources to catch, in this term, the strain will be released by internal of personal dynamics and maintaining the condition of public life (Sprung & Rogers, 2020).

2.2.3 Psychological stress of work-life balance

Physical condition which differs from individuals to individual, and exhaustion can directly impact the personal situation in terms of sickness and unpleasant feelings. This has close a correlations to personal life satisfaction (Asst. Prof et al., 2017). Other writers support that psychological stress, the main subcategory of emotional health, has an intense correlation with other positive perspectives and links to the personal life (Sheldon et al., 1996; Baard et al., 2004). The reason is the psychological condition can directly link to the physical condition presenting as e.g. somatic diseases, cardiologic disease, musculoskeletal disorders, palpitations, insomnia, digestive illness, and so on (Tunji-Olayeni et al., 2021).

The influence of stress on human physiological system and psychological system

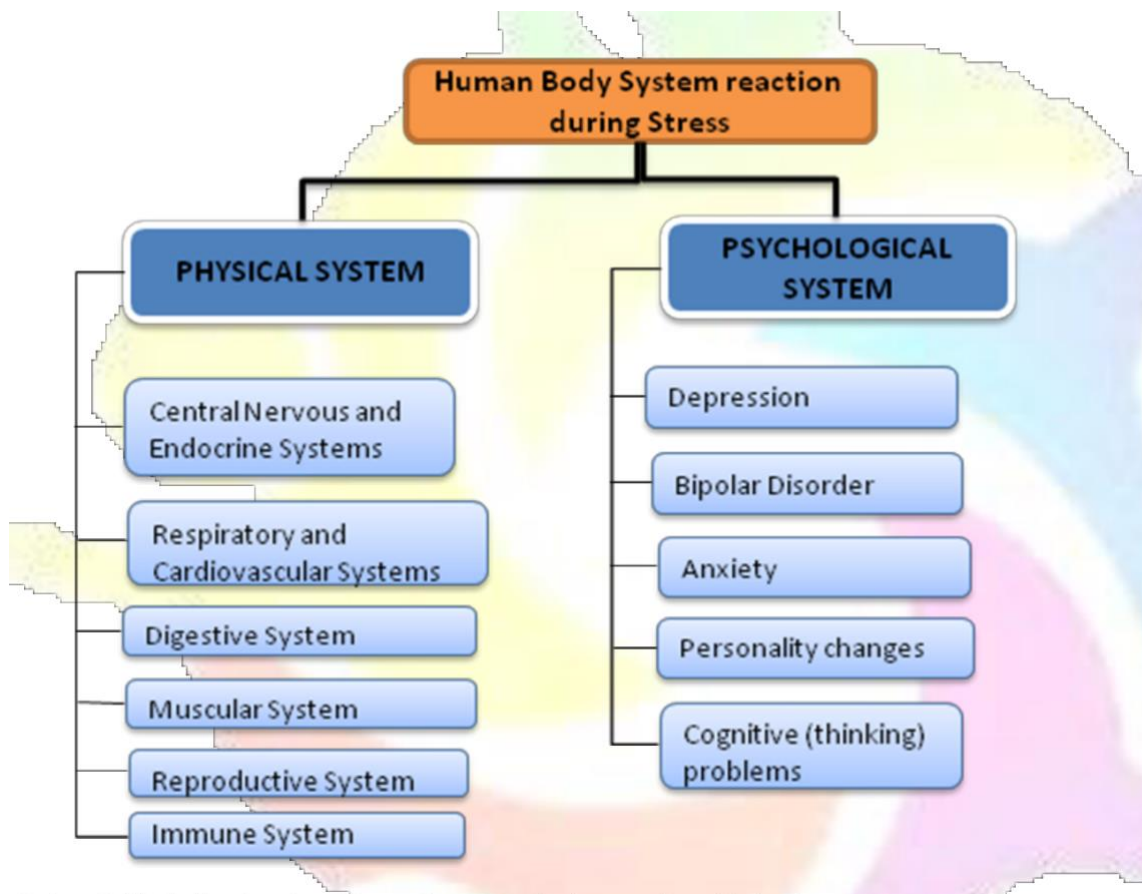


FIGURE 2. The Process of Body React to Stress (Dhal, 2016)

The common symptoms of stress

Common effects of stress ...		
... On your body	... On your mood	... On your behavior
<ul style="list-style-type: none"> • Headache • Muscle tension or pain • Chest pain • Fatigue • Change in sex drive • Stomach upset • Sleep problems 	<ul style="list-style-type: none"> • Anxiety • Restlessness • Lack of motivation or focus • Irritability or anger • Sadness or depression 	<ul style="list-style-type: none"> • Overeating or under-eating • Angry outbursts • Drug or alcohol abuse • Tobacco use • Social withdrawal

American Psychological Association's "Stress in America" report, 2010. (Dhal, 2016)

Nevertheless, the physical condition directs personal feelings, and this suffering situation provides important notice for emotional well-being and personal life quality. Furthermore, the demands usually connected to the job and outside of working life have been observed as the moderator to influence psychological health by declining stressful situations and conflict. Therefore, life satisfaction has been considered the one-part factor of enhancement by the physical condition. Thereby, the subjective perception of personal quality of life was enhanced, although there are still many more possibilities more than merely the level of satisfaction (Gottman et al., 1998).

2.3 The relationship between flexible working arrangement and work- life balance

2.3.1 Job autonomy influences psychological stress in work- life balance

In cross-sectional and longitudinal studies, work autonomy has been related to exhaustion and depressive conditions and psychosocial stress response (Mausner-Dorsch and Eaton 2000). In addition, abundant evidence correlates working freedom with subjective well-being and physical health.

Decision-making power is the freedom in terms of energy conversion to meet sufficient support to one another. In 1905, Einstein equation $E = MC^2$ put forward the quality of the material in the universe. Internal energy can be converted; namely, it can alter the power into quality or vice versa. This is about the exchange of energy between radiant matter and space radiation in fundamental quantum theory. The quality of physical store invisible internal energy, and the quality of stored energy is huge magic and can reach an unimaginable degree (Smeenk, 2012). Other studies state that according to the law of attraction and gravitational theory of the earth, energy itself is not observed, but it exists and is closely related to every single part of the earth (Idris, 2019).

Therefore, sufficient job autonomy in the working environment is an internal force of energy acting on external objects. To realize the transformation in process in natural condition, sufficient resources are necessary as a manifestation of

internal and external energy to increase the conversion from positive attitude to one another, thus having a positive impact on one's life and reducing psychological stress conditions.

In another set of studies, the elements that might have a solid connection to the earth were defined as waves. Waves are characterized by fluctuations in frequency or energy (Doesburg, Green, McDonald, & Ward, 2009). The consciousness interacts with each other at different frequencies and modes of motion. According to a group of physics studies, energy can exist in the form of an infinite light that covers infinitive space and forms dynamic and kinetic energy.

What the naked eye sees is perceived by humans due to the frequency transmission of waves and energy in the physical universe. Everything in the physical universe is thought to be wavy and, therefore, can be discovered and explored. However, infinite light has infinite frequencies and through the internal workings of frequency transitions and thus covers the finite physical universe with this endless energy and light. It can reflect and jump to all limited frequency ranges contributing to physical manifestation in the physical world since two galaxies cannot be separated (Georgiev & Glazebrook, 2018; Shi, Galvez & Alfano, 2016). (Figure 3)

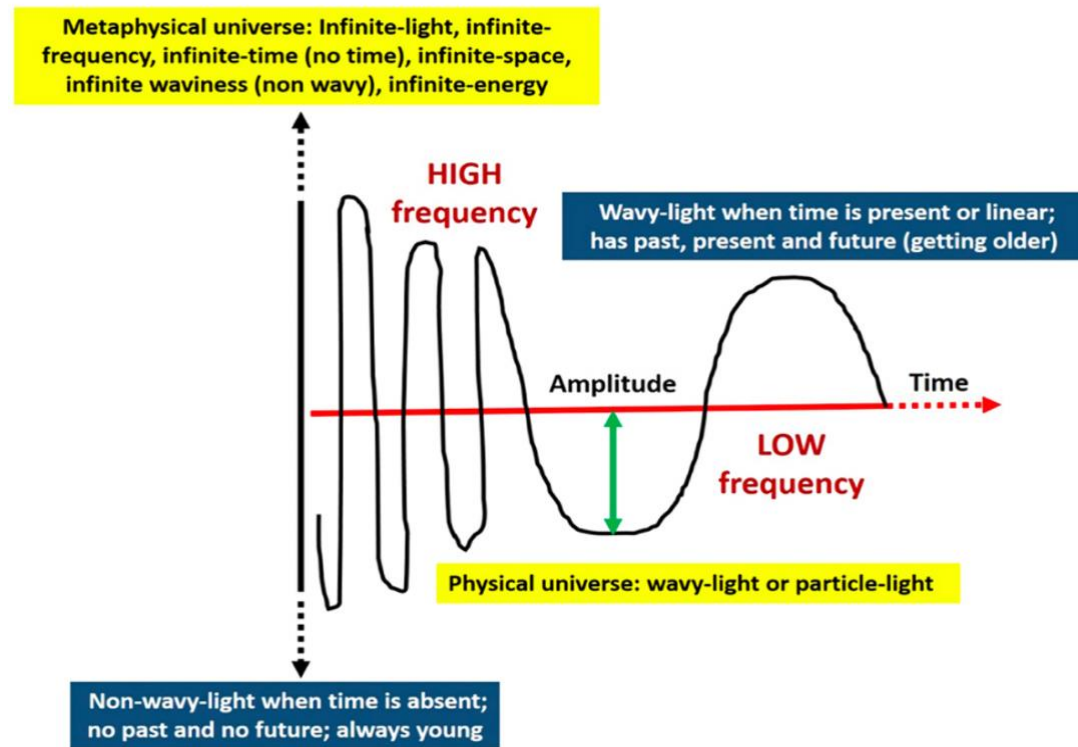


FIGURE 3. Frequency movement is the main kinetic energy of the physical universe and its inner layer. However, infinite light with infinite frequency or energy is waveless and can produce all finite frequency ranges in the physical world (Idris, 2019).

2.3.2 Vibration and frequency affect the well-being

There is an optimal frequency for humans in the universe, which occurs when every cell in the human body vibrates at the same frequency. A noted researcher and developer of one technology found that a healthy body resonates at 62-70 MHz. When the human frequency drops to 58 MHz, that is when the disease begins, like all organs of human bodies have different frequencies (Schomburg, 2014). Bacteria, viruses, and infections all have frequencies that affect one's field, and death begins at 25 MHz (Schirber, 2008).

Another author gave the same response. In 1984, a Hawaiian therapist successfully treated all the mentally ill persons at the Hawaii State Hospital over three years without any clinical counseling and medication. He simply used four words by Dr. Ihaleakala Hew Len's four-sentence process of cleaning "himself"

is part of an ancient Hawaiian spiritual energy treatment called "Hooponopono," which is Hawaiian for "correct, clear, perfect." (BBC, 2018). A returning state of perfection and harmony with the natural universe, thus the energy redress to its positive frequency.

As a summary, for the condition as mentioned above, it is expressed here that when a person's physical and mental state is in a complete condition in nature with high frequencies, in this time, the value of the individual energy field tends to be positive, the psychological condition tends to align with the natural frequency. This is because the energy of different dimensions is in a harmonious state to support each other (Vitale & Wiley, 2021). This indicates that the same frequency of positive energy interaction significantly enhances the psychological condition that helps the individual and alleviates physical problems, and thus affects the individual's wellbeing index.

Additionally, the high variations of working environment meant more stressful environment related to individual's emotional exhaustion rather than on the level of dissatisfaction with their job. Employees have to concentrate on working without any obstacles, typically with high quality of safety management in a critical situation. Concentration is a necessary element in supporting nursing employees (De Jonge & Schaufeli, 1998). Therefore, work autonomy as a source of flexible working arrangements correlated to the work environment positively influences psychological states and reduces stress. It can affect work-life balance. This consensus coincided with Karassik's theory in 1979 (Karassik, 1979).

In the anesthesia medical field, the deepness of anesthesia evaluation is mainly based on electric brain signals. Given the frequency of consciousness domain characteristics for anesthesia monitoring in the brain, the electrical frequency index, the range of 0-100 Hz is the reaction degree of consciousness and calm tag, 0 for equipotential energy which has completely disappeared, and 100 is a fully conscious state. Frequency 30-0 is the explosive suppression of brain waves (v. M. buyanov & Tianyou, 2010). However, after the anesthesia process is over, the body's brain cells can be reactivated by the administering of external medication, the brain cells will be supported again by energy in the original state (Figure 4).

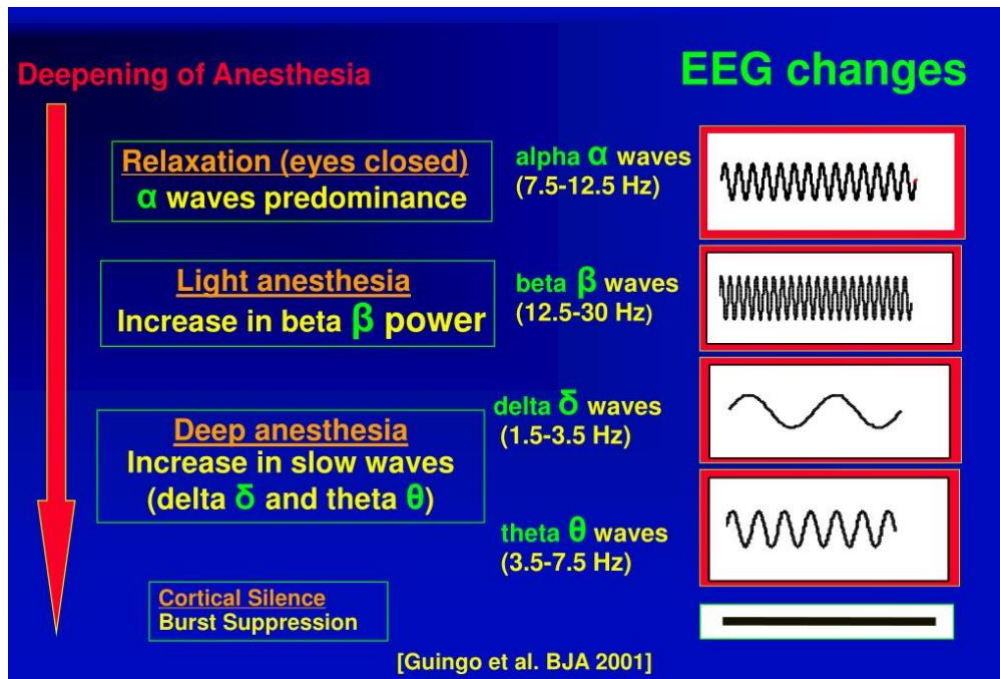


FIGURE 4. Electroencephalographic (EEG) Describe the frequency and amplitude of brain fluctuations during anesthesia procedure to determine the kinetic energy of the brain (v. M. buyanov & Tianyou, 2010).

Encouraging the autonomy in the work environment is a significant factor in providing a better chance to strengthen atmosphere in regards to working status, and the employees experience is a definite sense of commitment and perception of affiliation through the work bindings, which contributes to a particular sense of well-being (Sheldon et al., 1996; Baard et al., 2004; Cordeiro et al., 2016). Sufficient energy transmitted by a positive environment gives the positive features to work and life equilibrium, a positive indicator of work autonomy (Prem et al., 2016). Therefore, psychological health status in the working environment positively affects employees' general status in their personal life. Thus, it has also been proven that the favorable conditions related to work have a certain degree of positive influence on a person's overall life state in all aspects.

2.3.3 Working time arrangement affects psychological stress in work-life balance

The emotional exhaustion and feelings of suffering caused by the working environment are often related to missteps. The quality of life outside of work will directly decline as the resources complement, the quality of life will decrease, and personal perceptions of peaceful life were lost, impacting the perception of imbalance in life (Schädel, 2011). Therefore, when nursing staff can manage sufficient time as the resources support this approach in the workplace, it can improve professional knowledge and meet procedural requirements. The high-stress environment at work will be moderated, thus forming a positive reaction force, promoting the individual's working state, and eventually extending to the individual's life state related to personal well-being.

This is not only considerate to the well-being that working resource is the necessary element in psychological stress, but also focus on patient's safety in the forms of professional responsibilities of humanity and enterprise that accelerate positive influence on personal life states or vice-versa (L. P. Ng et al., 2017).

This is a match to the COR theory that time sufficient resources to enhance and fulfill the demands in different dimensions, allowing employees to determine the work methods by the professional knowledge, therefore, to reducing the risk condition of the working environment and thus reducing the work-related stress (Hackman & Oldham, 1980). Based on this context, substantively, time is the main factor support which supports nursing employees' careers in the working environment and positively enhances the quality of work. Sufficient time management provides enough possibilities to employees and positive links to employees' wellbeing.

Changing in terms of managing work time efficiently tends to be positively related to physical health and the recovery system for the outcomes (Munir et al., 2012). Most of the conflict happened between unsuccessfully managed work and non-work demands by unmatched time command. Time conflicts positively correlate with stress states, whereas this has been negatively

impacted by sick leave and absenteeism in an organization. The evidence has been correlated to positively influencing well-being (Perlow, 1997).

Although, as mentioned before, physical health is closely correlates with emotional levels. People are working intensively and in high-demand operating conditions, which emotionally lead to negative influences outside of work activities in terms of uncommunicative emotions to friends or family members. In practical time management, giving nursing staff optimal conditions to choose the start and end times of different shifts according to their considerations can moderate and promote the needs of everyone in the group (Agius, Blenkin, Deary, Zealley & Wood, 1996; British Medical Association, 1992).

Most of the articles give a positive attitude to review (Fagan et al., 2012). However, another study showed the employees even spending more time at work, but they still have sufficient energy to take care of others non-work related matters efficiently. This is why working time as the sub-content committed to the enterprise environment, spiritually engaged to the career with company culture, will reflect the outcome from the employee's external conditions (Belak & Milfelner, 2012). Nevertheless, the strain of this kind of work is different when individual freedom and job liberty in the team signal the pursuit and development of one's career ability, and the individual's mission is integrated with the enterprise's mission and eventually becomes a significant part of the enterprise (Yamamoto & Lloyd, 2019).

This is supported by another study in which when resources were adequate, work-life balance increased even when family or work demands increased (Haar et al., 2019). Moreover, to support this evidence, in the British Household Panel investigation, Scase et al. (1998) discovered that fewer people suffer from health problems, especially mental health conditions, even if they work for a long time as an individual industry responder. In conclusion, in the fact that individuals' spiritually- perceived time management support is essential based on the same consciousness of each other, this is the engagement facilitated by the collaboration of the factor provided by the leader to consider reducing psychological stress and increase well-being.

The freedom of the timeline gives more sense of spiritual liberty, shared beliefs, values, which is an infinite force that comes from the influence of the company's culture, the charisma of managers, and great ideas (Porcu, 2008). Though, the cooperation of efficiency is a necessary element in one company's culture and may direct to the personal life condition (Belak & Milfelner, 2012). As mentioned above, the meaning of active work-life with sufficient resources in the working atmosphere as a valuable part of an individual's life will be directly linked to the employees outside of work and thus affect the general living conditions and well-being of the person. Moreover, many psychological resources show that if a person has an advantage in one resource, they will also have a relative advantage in other resources. These resources seem to work in synergy and promote each other (Cozzarelli, 1993). This team-based freedom promotes team morale, increases individuals' value in the organization, and leads to prosperity and balance in individual lives.

3 RESEARCH METHOD

3.1 Qualitative research

The qualitative research approach is the design for this study, not merely because the method included theoretical and empirical segments as the type of study. Moreover, the goal of the process is to focus on real situations and problems that excavate a deep, comprehensive understanding for human beings, thereby the pertinent data correlated with getting the advanced result. This is also as the high qualitative research requirement is usually reliable and efficient when taking real-life considerations into account (Cooper & Schindler, 2014). In addition, there is a consensus that ethical principles are a consideration, and the study findings are to some degree consistent with previous science (Madnick et al., 2009).

As the initial steps of the empirical stage, three processes include practical information collection, analysis, and data interpretation. The interview requires getting comprehensive data and interpreting the current phenomenon by complete, valid data information to concerning this study. The aim of analysis with different support is to get possibilities and broader perspectives of the phenomenon to go through the process in order to not restrict the outcome and to predict results (Denscombe 2010).

Comprehensible and convenient terminology was the first step in understanding current phenomenon through the information collection of the material. Though, questionnaires built upon theory construction get scientific support. The second part is the personal face-to-face interview to explore the opinions in depth for the result in terms of research questions (Hirsjärvi & Hurme, 2000).

3.2 Research- Data collection

The material data collection with empirical material was built up in two editions one Finnish and one English. The objective of two conditions for the data collection is simple: to get more information from respondents. From the beginning, the author collected the material and information from nursing managers in spring 2021 to get to know the nursing employee's work-related surroundings in Hepingli hospital in more detail and also get to know different opinions.

The second stage data author collected with two processes, discussions done with medical nursing managers in Finnish organizations and combined theoretical support, questionnaires did by the end of June 2021 (Figure 5).

The stages of data process

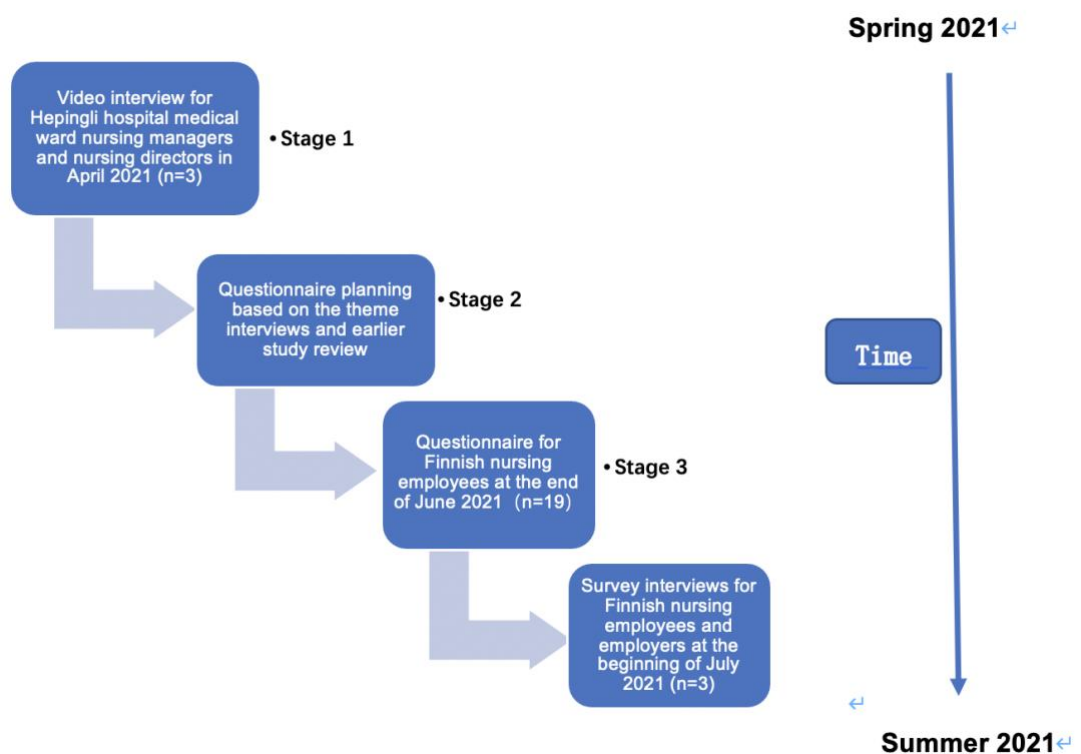


FIGURE 5. Data Process and Sample Collection

3.2.1 The structures of the questionnaire

The selectable questions and open questions were designed for the questionnaire. The author planned three available questions as the respondents had the freedom to have a statement for the theme. The background of demographic questions, the respondents can choose the item “Prefer not to disclose” to consider personal privacy.

The objective of seventeen selectable questions is to evaluate the positive or negative categories in total percentages and lead to possible variation with the answers. The scale for the answers was 1= strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree. According to the research questions, the aim was to find out, describe, and measure experiences and opinions by different correlations of perspectives. (Appendix 1 and 2).

3.2.2 The statistical analysis of the research

Twenty-one respondents designed the samples. The author carried out the time for questionnaire arrangement at the end of June 2021. The structure and content of the questionnaire were based on three-layer data collections, which included previous research, study results, and a result of team manager’s discussions. The author sent an E-mail containing an individual link to respond to the survey questionnaire. The total sample of health care employees is twenty-one, and the valid respondents are nineteen (n=19/ 90%).

As mentioned, two editions of language speaking samples. In the end, a sample total of nineteen (n=19) was covered by English- speaking respondents (n=4) and Finnish- speaking respondents (n=15) for the survey. All the respondents are currently working in the medical field with specific qualifications. The author collected data based on the questionnaires anonymously into the Microsoft Forms internet program for data analysis, including Excel forms. The author arranged the data process total by week, and nineteen answers were received by the beginning of July 2021.

3.2.3 The interview data of the research

The semi-structured interview was created in July 2021 with the medical employees by specific criteria. The author ensured the similarity of the interview situation and questions for all the participants. (Appendix 3 and 4)

The point was to have more free discussion instead of a structured question and answer style interview, and answers were recorded while meeting suitable content to every single question (Hirsjärvi & Hurme, 2000). In addition, though, it built some more space for more valuable information that was not considered in the original questions.

The research questions as the central stem were discussed during the interviews. Although, the aim and sub-contents in the conversations during the interview were reviewed and formed by theory-based study about the phenomenon (Tuomi & Sarajärvi, 2011). For personal interviews, the sample (n =3) was chosen. After that, the author gave the e-mail invitation to the respondents beforehand. A total of three answers of voluntary participation in the interview and process was complete in July 2021. The author estimated the sample size to be sufficient for the research and interviews objectives.

3.3 Descriptions of the representative samples

Demographic questions as the background about identified age, relationship status, number of dependents, and employment period. (Table 1) The author received a total of nineteen (n=19) responses.

Most of the respondents are around 26-40 (63%; n = 19). No one was under twenty-five or above seventy years old. All respondents had work experience of at least close to one year. Sixty-three percent (63%) of nursing employees had one to three years' work experience: for employees with more than ten years of work experience, the percentage around five (5%).

The marital status of the samples, most of the respondents are single with the total percentage around thirty-seven percent aged of 26-40, around five percent aged of 41-45, and around five percent aged 56-70. The situation of living with a partner has above fifteen percent in the total number of respondents. Although, one respondent was not preferred to answer 5 percent in total case percentage. The living conditions, the total number for the caring responsibilities for dependents around eighteen percent in total. No dependents living together make up sixty-three percent of the sample (63%; n = 19).

4 RESEARCH DATA ANALYSIS AND FINDINGS

4.1 Selected questions of questionnaire analysis

The data were analyzed by using Microsoft Excel to calculate different percentages of a single question. The survey results are reported in portions to get clear comparisons to each in the total rate. (Table 1)

Structuring the questionnaires as briefly as possible aims to understand every question clearly. However, a total of seventeen factors plus four demographic questions as the background was assumed to be sufficient for the research questions. The first factor indicated in the context of flexible working arrangement is job autonomy which encompasses five small questions into the survey. The author calculated the percentage. (Table 2)

The first indicator of job autonomy means the way to execute the work independently. Around twenty-six percent chose the agree and strongly agree. Neutral item takes above twenty-six percent. Even though was chosen thirty-six percent of the time, the possibility is some other factors like the working position and insufficient professional abilities as the impact factors to affect the result in terms of critical thinking of the professionals.

The second question is related to the occupational skills indicated to make the personal decision for the nursing care plan as the necessary element to manage the work. The result as the positive suggests the direction that around fifty-two percent (52%) chose the agree and strongly agree, therefore the company gives the sufficient resources to employees for professional skill development.

The third question is related to the company's rules, as many people have chosen the strongly agree and agree as forty- seven percent in each of them. This result present may indicate that most employees were committed to the company vision. The second reason could be incomplete professional skills as the impact factor that may affect the independent working style and may not be able to make a critical decision confidently.

The last two questions related to personal decision making, as the positive result, whereas many people choose the vacation time as freely as they want in a certain period. Despite the working procedures, the employees decided to agree and strongly agree to the point of 31.5%. The respondent selected neutral around thirty-one percent of the time, which may depend on the range of responsibility of the work and related to current nursing competency, as the mature nursing employees can give the treatment suggestions in a medical team to make the treatment plan independently.

Time management is the second indicator of the flexible work schedule arrangement divided by five small hands, and the author calculated every single question percentage. (Table 3)

The question has been requested respondents to directly get their opinions of time management support in the work environment instead of specific cases for what they permitted to get approved (Berg et al., 2003; Duxbury, 2003). Therefore, the questions about how many possibilities of work control employees can handle and how much flexibility they are ready to take on including overtime, holidays management, and their workload. All those related questions were linked to the working environment and the strain conditions for currently working conditions.

From the questionnaire result, the first question indicates the prediction of the working days beforehand. The total percentage of agreeing and strongly agreeing is 57.8 percent (57.8%), the neutral is 15.7 percent of the total. Therefore, this is the measurement for the current condition that most of the employees can meet the needs for personal time management.

The second indicator is nursing employees can decide a certain number of days off, also including weekends. The total percent for agreeing and strongly agreeing is 52.5 percent (52.5%). The strong demonstration is that no one chooses the opposed item, so the percent is zero (0%), which gives the significant interpretation that all nursing employees currently can decide their days off in working schedule.

The third question is about break time management in working conditions, and respondents chose the result to disagree around thirty-one percent. This indicated that the nursing working step could change at any moment, as the vital point for some respondents to select the options of disagreeing. Again, the reason is patients are first in the working environment.

The fourth question is about the sequence of working daily routine management. Most people can arrange their work routine. As a result, it is 36.7%, although many people still chose to disagree and strongly disagree. However, this reason may be revealed in more detail from the interview since some peoples' interpretations could be different.

For the last question, employees can decide they need overtime or work extra. For this concern, no one chose the strongly disagree, agree, and strongly agree as the most employees were selected the percentage is 57.8%, and the neutral stage was 21%. So that indicates that most employees currently could successfully handle specific job control.

For the work- life balance, as mentioned before, psychological well- being in terms of psychological stress is the main factor in interpreting the work- life balance. In other words, the element is burnout and strain as a synonym, and it is interpreted by seven questions to manifest current employees' psychological conditions. (Table 4)

Nursing employees' feelings interpret this based on their status. The first question is emotional interferences from the work-related condition, the total percentage of strongly disagree, disagree around thirty-two percent (32%). Although opposite options answer approximately 36.7%, the respondents currently do not really think that work conditions impact their emotional well-being. This gives the view that employees have a positive attitude toward the working circumstances and maybe get a certain level of working resources support. However, the nursing working conditions are still highly variable or uncertain related to emotional strain.

For the second question, related to work impact psychological health, the total percentage around fifty-three (53%) was chosen to disagree and strongly disagree, plus neutral. Still, most employees believe the workload did not impact their mental health much even still have space to improve the working environment, which notes that psychological status is still on positive level. However, the negative answers also point out that a heavy workload in the medical field and standing for long periods of time will lead to some somatic symptoms as the typical result.

Moreover, the third question gives the profound agreement that no one intends to influence the work schedule currently as the percentage is zero (0%). This gives the significant signal that they are happy with the current working schedule management in the organizations. The same result as the following question that no one provides an account of the fact that job has interfered with their commitments outside of work as the percent is zero (0%). This is a positive signal that they have sufficient flexibility and can efficiently deal with work and personal demands. Furthermore, this is the reason why the resources in the work environment fully facilitate resources outside the job, thus complementing each other to promote the living environment outside the workplace.

For the supervisor's support as one of the valuable points that most employees were given the highly account in terms of managers support, the total percentage around 89.4% incorporate with neutral rate. They are currently receiving the manager's support both within the psychological and interference solving layer with working matters. They were fully cooperating with team members in terms of commitment.

The following question is when the employees are still somehow automatically thinking about work-related matters at home, the answers around 47.2% give the agreements. Although, this may depend on the context of responsibilities and statement of different understandings. Moreover, it demonstrates that nursing employees think that work-home interferences as the general issue somehow impacts their work-life stages. However, taking work home can be considered as the standard-issue among the occupational fields (Galea et al., 2014).

The last question is about the ability to manage work and personal life, and around 63.1% of employees chosen to agree, strongly agree. They have a total capacity to address the current work cadence and individual activities. This condition gives the standpoint that currently, nursing staff can manage work and provide reasonable arrangements to meet the demands between work and non-work activities, thus moderating the stress conditions.

In summary, the total percentage of job autonomy and time management in the flexible working arrangement is the positive attitude that was given by respondents. It indicates current Finnish nursing employees have been satisfied with their working conditions and quite smoothly handled their life demands, and the high-level percentage was presented. This gives the positive signs for the psychological disorders referring to their job control and time management in the current working environment. Even though the two questions had different opinions when compared to others, the results gave the opposite response. However, the open question will provide more clear answers to their considerations in the next chapter.

4.2 The outcomes of open questions

The open question one aims to get the answer for what kind of factors employees currently to see as the most important opinion for their psychological condition in the gap between work and personal life. The respondents were given direct links to time management; the following are typical examples:

Indeed, thatI can decide on the amount of my working hours myself. I try to take activities regularly.... Code number #10

..... Time management as important for different considerations and to maintain work-related to life demands....I do like to plan the schedule in advance... Code number #17

Time schedule important that I always make sure I have enough time for myself and for other meaningful things.... Code number #18

From this section, participants had a positive attitude towards the decision-making of flexible working arrangements, and it gave positive responses over their lives. The indicate of time here is the main factor as one respondent

mentioned, "Schedule important...". That also shows when the employee can create equilibrium between their working demands and personal needs, giving the value of working hours control and sufficient support. Also, they can make the work plan independently. The resources in their perspectives are enough, and they can fill the gap in terms of obstacles between work and public life (Shah & Haseeb, 2019). This appearance also can be interpreted by COR theory that was mentioned in the second chapter. In more detail, the employees gave the valued counts to their work activities and indicated to build a good condition of psychological status.

The second question aims to know employees' psychological conditions through those obstacles between work and personal life. It investigates whether there are any obstacles they face or impact their psychological conditions. The typical answers, for example:

Very rarely... Code number # 1

No barriers, I can independently plan work and leisure.... Code number # 4

Yes....clinging schedules between work, myself and my friends...Code number # 9

I always plan ahead, in case any emergencies, I just inform my boss.... Code number #18

This is a surprising outcome: respondents gave wholly positive perceptions that they did not see many obstacles. This positive commitment indicated they have a good job plan and successful working schedule arrangement to attach to teamwork and also devote same vision between each other (Wang et al., 2019). This is matched to the result of selective questions of the survey as well. It directly raises the flexible working environment as the one part of energy transformation to support employees. Mainly code number # 18 gives the entire agreement that team commitment is an essential resource, fully trust and support as the internal energy transformation from the leaders and members. However, they also mentioned other circumstances, such as three- shift work model, lack of employees, and heavy workload, as the most common answers. Although the lack of employees is a global situation as another layer, this is another context that will not specifically be considered.

The third open question is directed toward investigating the answer of relationship influences between each other, here one can clearly see, they were given the full interpretations, and some of the significant responses were:

No problem, even sometimes are varyingly... Code number # 1

Very easy...that... Code number # 4

Pretty easy... Code number # 5

.... We plan shifts ourselves, so we are able to influence the balance of work and leisure individually.... Code number # 7

Easy enough, but there is always room for improvement.... Code number # 9

Varyingly, I am able to balance free and work.... Code number # 11

Quite easy. Autonomous shift planning helps with this..... Code number # 14

.....I can book the work shift in advance online by myself, this is really good to plan and balance. Code number # 16

The work schedule always come ahead so I plan my activities base on my work schedules..... Code number # 18

Can book shift in advance.....that help... Code number # 19

Once again, the respondents seem to be supported by the flexible work arrangement, especially related to schedule arrangement and positive comments. They were directly given the result about their public life. Psychological well-being has highly correlated with a positive perspective. Though, the prospect of well-being has strongly correlated with work-related positive decision making by work freedom arrangement psychologically (Sheldon et al., 1996; Baard et al., 2004; Cordeiro et al., 2016).

Continue with code number # 7, respondents singled out a sense of satisfaction and peace from the flexible working arrangement. Based on this context, this self-service time management system (Warr, 2007). Whereas relaxation can reduce the stress in the form of increased possibilities, which promotes not only the work environment but also the state of personal life conditions.

Furthermore, from code number # 16 the employees have enjoyed the current condition. This gives the satisfaction that this positive perspective serves the powerful thinking mode of team managers and team members belief as to the

most significant part of the vision in the company. The power invisibly creates the atmosphere of the team to affecting every member psychological and life condition (Opoku et al., 2015).

From code number # 18 the main content of the flexible working arrangement indicates once again that the predication in different work schedules beforehand makes it easier to commit to other activities. In addition, professional knowledge improvement is a necessary element for personal development to reduce the risk factors and take the responsibilities for patients by flexible working arrangement (McNamara et al., 2011). Therefore, the sense of stressful condition gets reduced when nursing employees can confidently work with patients' demands related to professional skills or procedures, which will directly affect personal life status.

The above-mentioned aspects belong to the one part of the survey. In this study, as part of the quality research, semi-structured interviews have been arranged as an effective means of obtaining the consideration of individuals. The next step will be going to elicit more detail by personal interview for advance condition considerations.

4.3 The outcome of semi- structured interview analysis

The method of the semi-structured interview has been adopted for this study. The main point is to make sure that flexible working arrangement is a significant key while giving total flexibility without the constraining concern to interviewees' responses (Bryman, 1988). The interpretations of respondents combine with the freedom perceptions as part of the result of the study.

4.3.1 The positive relationship of job autonomy and psychological wellbeing

Concerning the way to carry out the work by self-decision making, some relationship with personal attitude and rational answers are given, as the interviewee gave the comment:

Yes absolutely. In any job, I think it's important that there are some things that the employee can influence themselves. Those small and bigger choices. It increases job satisfaction and be a part of company. An employee is likely to be happier and thus less stressed if he or she feels able to influence things by himself or herself.....

Code # 2 (3)

The comment agreed that they believe self-influence gives employees the flexibility to create more satisfying working conditions. This is suggested that job autonomy gives the inner layer energy to support employees' resources in the working environment and significantly affects the psychological state outside of work (Morgeson & Humphrey, 2005). This aligns with the answers to open questions of the survey. Therefore, this flexible working arrangement prompted positive states through the inner layer by emotional energy transition and directly affected the quality of personal life. The following examples reflect widely held respondent views:

Certainly, a lot. The experience with that move on to autonomous list planning, which is undoubtedly increase the possibility of influencing our own shifts to a greater extent..... In terms of coping, care must be taken to ensure that work, leisure and leisure-related responsibilities and expenses / hobbies are well balanced..... It is not good to get tired of yourself in your free time either..... Code number # 2 (4)

Consequently, getting command of work was the characteristic perceived to be a coping approach to personal life. Being able to manage outside of interests and work commitments seems to be significant to respondents. This has been a vital subject in previous research on the stress-releasing characteristics of good scheduling (Warr, 2007) and the part of the property of flexible work management in influencing personal mental and physical health by achieving the highest human needs, namely self-actualization (Harpaz, 2002). Similarly, what are the critical factors to influence in influencing the stress from public life? One of the respondents gave the reply:

Attitudes towards the working day are A and O. When a relaxed and focused attitude to work is present, routines as well as other tasks usually run smoothly. However, the mind should not let too much go into "conveyor belt thinking" because the worst

thing about routines is too much automation of work, which increases the risks of mistakes. Code number # 3 (4)

Specifically, the respondent points out the flexible work arrangements to reduce the risk of errors in a wide range of work environments. This comment gives is the same as the aforementioned. Concentrating on work and professional flexibility at work is an experienced ability that registered nurses must possess. Critical thinking and judgment to emergency handling in different urgent situations can effectively promote the team's development and significantly reduce risk and errors. In conclusion, increased employee's psychological protection by good nursing treatment outcomes of patients positively affects nursing staff's well-being based on flexible working arrangement, and therefore simply enhance the working life balance between each other.

This is supported by another study that correlated to the inflexibility without job autonomy for nursing employees. Furthermore, it is the direct factor that leads to increased working tension and more risk of mistakes—finally, leading to passive spillover from work life, which develops into the critical importance of well-being in living conditions (Fagan et al., 2012). Although, some of the following arguments were also given, for example:

....I think if I am confident in my work then my own decision making will facilitate and streamline my work. If again I am unsure, I will have to rely more on co-workers, and especially on a busy day this will slow down and stress more..... Code number # 3 (3)

Thus, it is apparent that professional competency and skills are the necessary elements in the first step to achieving as a qualified nursing employee. Once the ability or abilities become incomplete to meet the personal responsibilities in the working environment, the personal resources are lost, which will impact the individual condition. The damage can affect the unique life quality. Although this is evolving to the department of nursing managers giving the value to employee's development, efficient time management by employees-led will directly enhance the nursing professional knowledge development in free time. It directly affects the quality of work and patients risk management. These are the significant characteristics which influence each other (Barney & Elias, 2010).

The following nursing leader has given the perspective and emphasized that work flexibility is an essential encouragement in the work environment, for example:

I think there should be as fewer limiting factors as possible in the work schedule. Because people are different and very different shift patterns are perceived as meaningful. In other words, freedom of choice is important based on the personal abilities. They are felt more comfortable and willing to come to work, because you are not pressurizing people in their field.....the way to take the responsibility and be independent will make them feel they are engaged in the team and increase the advanced nursing skills for the team development, this some points positively influence their emotional conditions, even though, the sufficient backup support as always as possible..... however, the arrangement has to considerate with other circumstances as the whole picture of ward and patient's situation..... Code number # 3 (5)

In this content from the interview date, there was considerable evidence that flexibility with work autonomy correlated to support for energy transformation. It is the supplement related to each other, and this is a match to one of evidence that has been linked to work autonomy as the resources have a negative relationship with stress conditions, have a positive influence on personal well-being psychologically, thus will improve the quality of work-life balance (Maslach & Schaufeli, 1993).

4.3.2 Sufficient time management and psychological stress

In the end, I move on to explore the influence working time management of flexible working arrangements has on employees. Self-management flexible working schedule in other opinions also expressed in the following answer:

With self-management of the work schedule, it is possible to organize the vacancies you need in the right places. And if, for example, after night shifts you need a longer time to recover, this should be possible..... Code number # 3 (7)

This concern means successfully planning your work schedule according to your physical condition. Everyone has a different recovery time physically, especially for night workers. It directly affects emotions and physical needs. It directly affects emotions and physical needs (Martens et al., 1999). In traditional Chinese medicine, Qi is defined as the vitality of life in the body as the essential part of generating various diseases in the human body. Qi deficiency is the entirety of what causes bodily and mental illness. Lack of Qi and blood in the human body will lead to blood precipitation and the appearance of the corresponding blood clots. The imbalance of Qi and blood causes the body's main reason by long-term mental pressure, which eventually leads to different degrees of physical and other undesirable symptoms (Yao et al., 2013). Nevertheless, psychological condition and psychological status has correlations to affects each other that indicated to the personal well- being.

Respondents were asked to describe the impact of flexible work time on themselves, and clear attitudinal and behavioral links emerged (Appelbaum et al., 2000). Flexibility once again led to positive states through a feeling motivated and willing approach (Wortley & Grierson-Hill, 2003). The following are typical examples:

I can manage the different activities and keep healthy lifestyle without the conflict to the personal life, I make the schedule by different demands between work and family needs. You can do hard work better when there is enough rest time, and work hours with flexibilities are the ones that are right for me and can fully to meet what I need between work and my personal life.... Code number # 3 (4)

Regular working hours, good supervisory work, and a good work atmosphere. You can do hard work better when there is enough rest time, and work hours are the ones that are right for you.....Code number # 2 (4)

The respondents give the specific consideration to peaceful working conditions and good work atmosphere as the critical contents of the flexible working arrangement through precious support and valuable treatment. This point has cooperated with another study of the same opinion, typically indicating work-life stress (Macky & Boxall, 2007). Since the role of flexible work arrangement drives

positive states, this influences the personal health condition (Berg et al., 2004; Hicks & Klimoski, 1981).

This comment argues that freedom and suitable working time arrangement negatively affects conflict, making employees more hard- working and happier. This view indicated that working conditions would make their work more cohesive, which supports the work- life balance statement, since they were confident and enjoyed their work. Another study also highlighted the importance of management support for workers when they found that positive changes in perceived support from managers and co-workers are associated with reductions in emotional exhaustion and fatigue (Allan & Smith, 2005). Boxall's (2007) views that flexible working provides the evidence to decrease work intensity and workload.

It also posits that a good working environment with flexible working hours functions as a sub-component of corporate management. Employees are spiritually matched to the corporate culture and are happier in the work environment while maintaining a shared mission. This point reinforces the fact that every position within the team is filled with positive resources (Belak & Milfelner, 2012). This freedom of time at a level of consciousness means more spiritual freedom, a common belief, and shared values influenced by corporate culture, the charm of managers, and great energy (Hawkins, 2020). Then, two respondents gave the opinion that flexibility is the energy transformation:

Significantly. Those statutory guidelines for daily rest are not out of nowhere. Yes, there is researched data in the background. Helps to cope if there is enough rest between shifts and the list is otherwise humanity. Code number # 3 (1)

When I am refreshed and have enough rest, it is also nice to work. They are related to each other, when have the support by flexibility of the environment and managers will directly reduce the stressful conditions of personal, when face the stressful working condition, the Flexibility does take that load off.... Code number # 3 (6)

Employees emphasized that if a person has an advantage in one resource, they will also have a relative advantage in other resources. These resources seem to work in synergy and promote each other (Cozzarelli, 1993). Sufficient energy and

a positive attitude will moderate the help available for other interactions or activities, which is the successful result of energy transportation (Swanson et al., 1998). Natural workload conditions, time pressure, and work speed as the main causes of psychological disorders (Nordenmark et al., 2012). The sufficiency of time utilization as noted before, it is based on the support of flexible work management, in terms of conflict reduction under both psychological and physical conditions, thus, influencing the well-being as the fundamental elements. Although, the psychological strain will increase the interferences with personal life if the incomplete resources support each other (Lembrechts et al., 2015). Again, flexible working management gave the respondents positive values that moderated and released the workload pressure between work and personal life.

5 RECOMMENDATIONS

For future development, researchers are encouraged to explore the causes and effects of specific national backgrounds on the interaction between individual roles and work-life balance in the enterprise, predominantly centralized to collecting data in organizations with certain elements. Corporate policies effectively support the use of flexible working arrangements; this is also a consideration that some corporate cultures do not fully support and endorse. One of the literature reviews shows that universal environmental and cultural conditions could influence nursing employees' professional autonomy (Parizad et al., 2021).

One author showed that flexible working schedules might increase work and life conflict and exacerbate the opposite equilibrium of work and life (Russell et al., 2009). For example, Galovan et al. (2010) show that schedule flexibility is positively associated with higher levels of family-work conflict in Singapore. Therefore, the understanding of flexibility and work decision-making in different cultural contexts needs to be considered.

However, a key aspect is that not everyone gives equal weight to work and personal life because of their ethnic and /or cultural background and growth environment. There is a subjective element to this. However, all processes and changes are based on human needs and practical applications. A truly world-leading corporate culture, according to the law of gravity, will naturally absorb the energy of the same carrier for integration (Golden 2008; Vandeweyer & Glorieux 2008; Bohle, Willaby, Quinlan & mcnamara 2010).

6 DISCUSSION AND CONCLUSION

This study showed positive attitudes and perceptions of nursing employees for utilizing flexible working management in the Finnish medical settings. The focus and objective of the study are to investigate and gain internal experience through the perceptions and feelings of existing employees. The sub-factors of flexible working time arrangements act as an internal resource to promote work circumstances and thus influence the relationship between individuals' physical and mental conditions at work and in the living environment.

In more detail, the positive result of respondents' free opinions that work resources such as flexible time arrangements are a criterion to create professionalism in nursing and it should be supported. This is dependent on different emergency conditions leading to the employment of self-supervision thinking judgment and case handling ability, which effectively promote the development of the quality of treatment and significantly alleviate the occurrence of risk errors. Having adequate free time is associated with a relative reduction in work demands and is negatively associated with physical illness and mental health. At the same time, the interviewees gave a clear personal judgment in the study.

A robust working environment with multiple resources is necessary to provide a quality service to both the working environment and personal conditions. For example, it suggests that promoting resource complementarity at work can support harmony in the work environment and improve the quality of individual work and the atmosphere of the outside personal conditions. This phenomenon promotes the quality of life of individuals outside of work.

Most of the interviewees in this study believed that the supplement and support of psychological resources is excellent for internal kinetic energy regardless of ability or environment. An ideal physical and mental state is more conducive to finding and solving patients' problems at work and to reducing medical accidents (Teng et al., 2010). Providing an adequate resource system with the freedom of time management and sufficient nursing job autonomy in the forms of working

environment gives a positive position, which influences the well-being of psychological and psychical conditions, thus enhancing the working life balances for nursing employees.

This desire directly answers the interview reflection, so flexible working management can be widely used in the working environment as a huge benefit to nursing employees. However, as mentioned earlier, the effectiveness of flexible work arrangements for work-life balance is relatively complex. It involves multiple factors because most research on this topic is based on a quantitative study with theoretical methodologically driven assumptions. The main principle to understand is that work-life balance involves an individual subjective factor; therefore, the influences of employees' personal experience are necessary to consider (Galea et al., 2014).

According to the degree of free time arrangement and autonomy, it is evident that the current workers are fully supported and have a particularly high happiness index. Previous comparative studies have shown that the higher the score of nurses' professional autonomy, the higher the degree of authority of nurses (Labrague et al., 2019; Lapeña et al., 2017). The reason may relate to the fact that Finnish nurses' responsibility, autonomy, and decision-making level are in a higher range (Kuokkanen et al., 2016). This consideration is related to the incubator-oriented culture style that focuses on the service-led culture expressly indicated by the equality in any conditions, namely by Trompenaars point of view, concerning the personal expression and individual fulfillment in one's organization and the type attribute of Nordic countries such as Finland (Kazi, 2009).

In a recent literature update, Lyubomirsky (2008) summarized that "more resilient in the face of hardship, have stronger immune systems, and are physically healthier. Happy people even live longer." In particular, studies have shown the link between positive moods, positive self-perceptions, as well as physical and mental health outcomes (Avey et al., 2010). Another author gives the same opinion, some psychologists who have suggested that cognition and consciousness or one's beliefs are essential for shaping mental health (O'Brien & Major, 2005).

However, the cultivation of soul and body is more important, that is, the energy full of love in consciousness. As the center of thought, the team's mission in the enterprise is an unbeatable force in the work environment, its intangibles to supporting everyone's belief. This point is the origin of Mr. Inamori Kazuo's management philosophy (Nagata, 2018). Kazuo Inamori presented a phrase: "Respect the Divine and Love People" and believes that the philosophy of a company is a guiding beacon, which will drive the success of a business (In & Society, 2010). This power influences everyone's spiritual world as well as the material world without any limitations, thus promoting good health and positive personal and enterprise development.

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APPENDICES

Appendix 1. Survey questionnaire with English versions

Background information

1. Your age: 25 or under; 26–40; 41–55; 56–70; 71 or more
2. Are you married? Yes/ No/ Living with a partner/ Prefer not to say
3. Do you have dependents living with you? Yes / No
4. How long have you been employed in your current organization?
Less than 1 year; 1-3 years; 4-7 years; 8-10 years; More than 10 years

Tension related to balancing work and personal life

Please indicate how much you agree or disagree with the following statements.

Degrees from one to five

(1). Strongly disagree (2). Disagree (3). Neutral (4). Agree (5). Strongly agree

5. I feel that my job negatively affects my emotional well-being.
6. I feel that my job negatively affects my physical health.
7. I would like to have more influence on my work schedules in order to meet my personal life needs.
8. I feel that my job interferes with my personal commitments.
9. I feel that my supervisors or managers positively contribute to my work environment.
10. When I am home, I often spend time thinking about work.
11. Despite work on weekends or irregular work hours I fully manage personal relationships and activities.

Time flexibility

(1). Strongly disagree (2). Disagree (3). Neutral (4). Agree (5). Strongly agree

12. I have predictable working days and hours from week to week.
13. I have a right to decide a certain number of preferences in advance of the work schedule (Saturday and Sunday).
14. I have sufficient control over the break times during the shift.

15. The job allows me to decide on the order in which things are done on a daily work routine.

16. I do not have to work overtime or work extra unless I want.

Perceived job autonomy

(1). Strongly disagree (2). Disagree (3). Neutral (4). Agree (5). Strongly agree

17. The job gives me considerable opportunity for independence and freedom in how I execute the work.

18. I have sufficient opportunities to decide to develop my occupational skills

19. The way the daily job is performed is influenced a great deal by company rules and procedures.

20. I can easily get my vacations when I request beforehand.

21. I have sufficient control over the nursing procedures and treatment for my patients.

Open-Ended Responses

1. Please comment on what steps you take to achieve psychological well-being.

2. What, if any, obstacles do you deal with regarding managing your time with work and personal life activities?

3. In your current work situation, how it easy or difficult for you to balance the demands of your work and your outside of work-life?

Appendix 2. Survey questionnaire with Finnish versions

Taustatieto

1. Ikäsi: 25 tai alle; 26–40; 41–55; 56–70; 71 tai enemmän
2. Oletko naimisissa? Kyllä/ Ei, Asuminen kumppanin kanssa/ En halua sanoa
3. Onko sinulla huollettavia kanssasi? Kyllä / Ei
4. Kuinka kauan olet työskennellyt nykyisessä työpaikassasi?
Vähemmän kuin 1 vuosi; 1–3 vuotta; 4–7 vuotta; 8–10 vuotta; Yli 10 vuotta

Tasapaino - työn ja henkilökohtaisen elämän tasapainottamiseen liittyvä jännite

Ilmoittakaa, kuinka paljon seuraavien väitteiden kanssa hyväksytte vai emme
(1). Täysin eri mieltä (2). Eri mieltä (3). Neutraali (4). Hyväksyn (5). Täysin samaa mieltä

5. Tunnen, että työni vaikuttaa negatiivisesti henkiseen hyvinvointiini.
6. Tunnen, että työni vaikuttaa kielteisesti fyysiseen terveyteeni.
7. Haluaisin vaikuttaa enemmän työaikatauluihini vapaa-ajan tarpeideni takia.
8. Tunnen, että työni häiritsee henkilökohtaisia sitoumuksiani.
9. Tunnen, että esimieheni vaikuttaa myönteisesti työympäristöni.
10. Kun olen kotona, vietän usein aikaa työn pohtimiseen.
11. Työstä viikonloppuisin tai epäsäännöllisestä työstä huolimatta pystyn hoitamaan henkilökohtaisia suhteitani ja tarpeitani hyvin.

Ajanhallinta:

- (1). Täysin eri mieltä. (2). Eri mieltä (3). Neutraali (4). Hyväksyn (5). Täysin samaa mieltä
12. Minulla on ennustettavissa olevia työpäiviä ja tunteja viikosta toiseen.
 13. Minulla on etukäteen oikeus päättää tietystä määrästä työvuorojani. (esim, 3 vuoroa/ 3 viikkoa)
 14. Voin päättää taukojeni ajankohdista itse.
 15. Voin työssäni päättää itsenäisesti ajankäytöstäni.
 16. Minun ei tarvitse tehdä yli- tai lisätöitä jollen halua.

Koettu työpaikan autonomia

(1). Täysin eri mieltä. (2). Eri mieltä (3). Neutraali (4). Hyväksyn (5). Täysin samaa mieltä

17. Työ antaa minulle huomattavan mahdollisuuden itsenäisyyteen ja vapauteen työn tekemisessä.

18. Minulla on riittävät mahdollisuudet päättää kehittää ammatillisia taitojani

19. Työpaikan säännöt ja menettelytavat vaikuttavat paljon päivittäisen työn suorittamistapaan.

20. Saan helposti lomani etukäteen pyytämänäni ajankohtana.

21. Voin päättää potilaideni hoitotoimenpiteistä itseni.

Avoimet vastaukset

1. Kommentoi, mitä toimenpiteitä teet työn ja yksityiselämän tasapainon saavuttamiseksi.

2. Onko, ja mitä, esteitä koet työn ja vapaa-ajan hallinnassasi?

3. Kuinka helppoa tai vaikeaa on tasapainottaa työsi ja työelämäsi ulkopuolella nykyisessä työtilanteessa?

Appendix 3. Semi-structure interview questions with English versions

1. How does the satisfaction of your working factors (self-working management) management can influence your personal life emotionally? How does work-related emotion be influenced your personal life status, like stressful conditions?
2. How do you successfully handle your working routines? (In general, especially in personal job control and time management)?
3. How do you feel that carry out the work by self-decision making will reduce your personal stressful conditions?
4. On what basis you balance your personal life? (In general, and in personal job control and time management)?
5. From your point of view, what is your working schedule relevant to reduce your emotional stress (please describe and definite factors, etc.)?
6. What is important and what you emphasize? What kind of factors of working arrangement (your work routine) may have a positive or negative influence in reducing your psychological stress from general life?
7. How does the self-management of your working schedule will influence your plan of personal life?
8. How does the working schedule arrangement reduce your three-shift work stress?

Appendix 4. Semi-structured interview questions with Finnish versions

1. Kuinka sinun tyytyväisyytesi työntekijänä (oman työelämän hallinta) voi vaikuttaa henkilökohtaiseen elämääsi henkisesti/ emotionaalisesti? Kuinka työliittyvä tunteet vaikuttavat sinun oman peruselämääsi statusta, kuten stressaavia tilanteita?
2. Kuinka hoidat työrutiinisi onnistuneesti? (yleensä, ja riittäväällä henkilökohtaisella työn- ja ajanhallinnalla)
3. Miltä sinusta tuntuu, että vähentääkö työn toteuttaminen omalla päätöksenteolla henkilökohtaisia stressaavia tilanteita?
4. Millä perusteella tasapainotat henkilökohtaista elämääsi? (yleensä, ja riittäväällä henkilökohtaisella työn- ja ajanhallinnalla)
5. Mikä on mielestäsi merkityksellinen työaikataulu emotionaalisen stressin vähentämiseksi (kuvaile ja määrittele tekijät, jne.)?
6. Mikä on tärkeää ja mitä korostat? Millaisilla työjärjestelyissä (työrutiinisi) voi olla positiivisia tai negatiivisia vaikutuksia vähentämään psykologista stressiäsi omasta elämästä?
7. Kuinka työaikataulun itsehallinta vaikuttaa oman elämän suunnitelmaan?
8. Kuinka työaikataulu vähentää kolmen vuoron työstressiäsi?

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Figure 1. Job autonomy in working environment

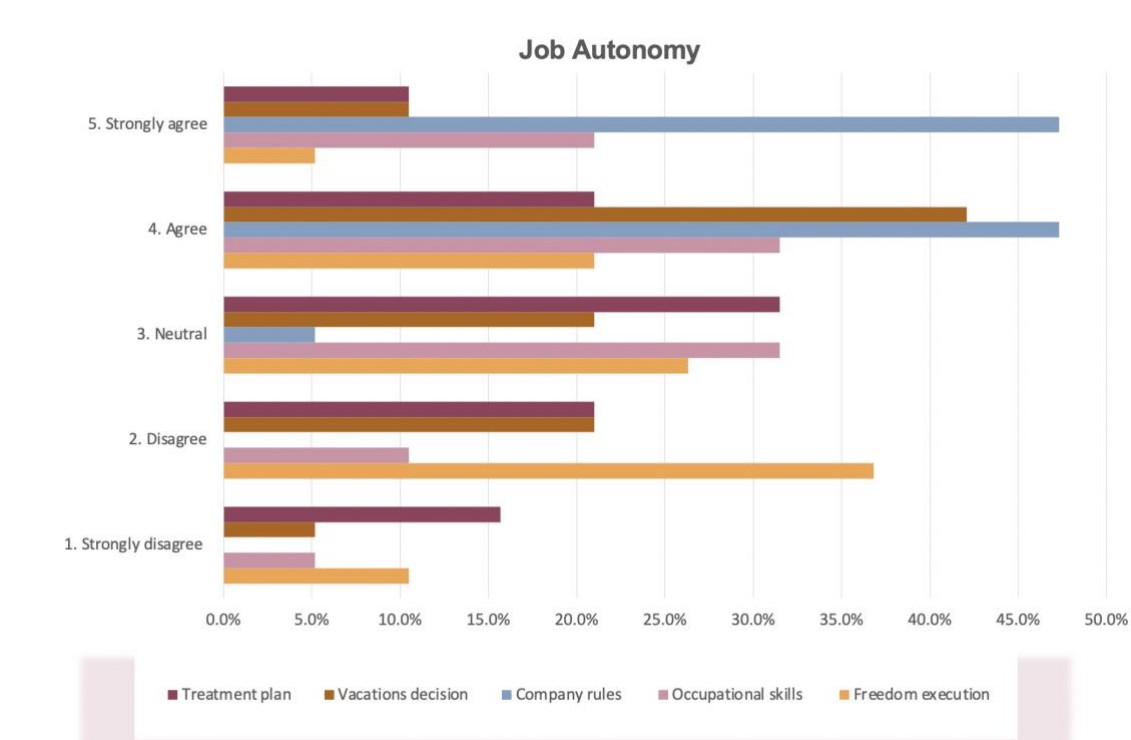


Figure 2. Time flexibility in working environment

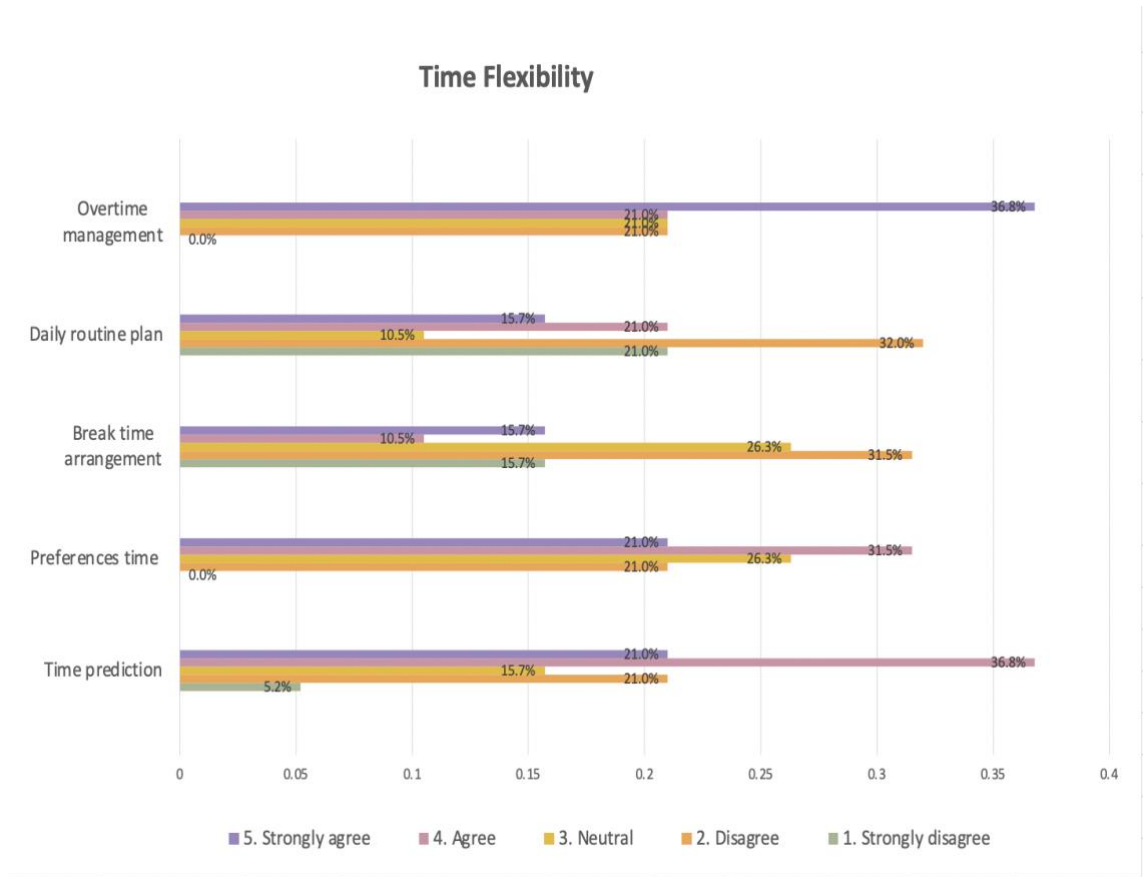


Figure 3. Psychological condition and personal life



LIST OF TABLES

Table 1. Background information of respondents

Background information of the respondents			
Descriptor	Variable	Frequency	
		N	%
Age	25 or under	0	0%
	26-40	12	63%
	41-55	4	21%
	56-70	3	0%
	71 or more	0	0%
Work experience in years	Less than one year	6	32%
	1-3 years	12	63%
	4-7 years	0	0%
	8-10 years	0	0%
	More than 10	1	5%
Marital states	Married	5	31%
	Single	9	47%
	Committed	3	16%
	Not say	1	5%
Dependents	yes	7	37%
	No	12	63%

Table 2. Job autonomy of working environment

Job Autonomy										
	Freedom execution		Occupational skills		Company rules		Vacations decision		Treatment plan	
1. Strongly disagree	10.5%	2	5.2%	1	0.0%	0	5.2%	1	15.7%	3
2. Disagree	36.8%	7	10.5%	2	0.0%	0	21%	4	21%	4
3. Neutral	26.3%	5	31.5%	6	5.2%	1	21%	4	31.5%	6
4. Agree	21%	4	31.5%	6	47.3%	9	42.1%	8	21%	4
5. Strongly agree	5.2%	1	21%	4	47.3%	9	10.5%	2	10.5%	2
	26.2%		52.5%		94.6%		52.6%		31.5%	

Table 3. Time flexibility of working environment

Time Flexibility					
	Time prediction	Preferences time	Break time arrangement	Daily routine plan	Overtime management
1. Strongly disagree	5.2%	0.0%	15.7%	21.0%	0.0%
2. Disagree	21.0%	21.0%	31.5%	32.0%	21.0%
3. Neutral	15.7%	26.3%	26.3%	10.5%	21.0%
4. Agree	36.8%	31.5%	10.5%	21.0%	21.0%
5. Strongly agree	21.0%	21.0%	15.7%	15.7%	36.8%
Total	57.8%	52.5%	47.2%	36.7%	57.8%

Table 4. Tension related to work and personal life

Tension related to work and personal life														
	Emotional impact		Physical stress		Work schedule		Personal commitment		Manager Support		Work condition interferes		Personal strain management	
1. Strongly disagree	1	5.2%	1	5.2%	0	0.0%	0	0.0%	1	5.2%	3	15.7%	0	0%
2. Disagree	5	26.3%	4	21.0%	6	31.5%	6	31.5%	1	5.2%	6	31.5%	5	26.3%
3. Neutral	6	31.5%	5	26.3%	5	26.3%	8	42.1%	5	26.3%	1	5.2%	2	10.5%
4. Agree	6	31.5%	6	31.5%	4	21.0%	5	26.3%	7	36.8%	7	36.8%	10	52.6%
5. Strongly agree	1	5.2%	2	10.5%	3	15.7%	0	0.0%	5	26.3%	2	10.5%	2	10.5%
Total		63.0%		26.2%		31.5%		31.5%		61.3%		47.2%		63.1%