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# **Study Work-life Balance in the Finnish hospitality sector**

## **Radisson Hotel**

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**Abstract**

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**Abstract**

This study is aimed to investigate the current state of the working conditions and work-life balance for employees in the Finnish hospitality sector. The findings of this case study research give an overview of the staff at the Radisson Hotel in Helsinki. Research is aimed at the current definitions and experiences of work arrangements among Radisson hotel employees. To offer an overview of the working conditions and suggest potential consequences, the study will interview employees and managers from the hotel industry as well as from past research projects.

An approach using surveys and semi-structured interviews has an impact on the data. The COR Model developed for this study sought to compile the most pertinent data for this point of view. The theoretical framework and the most recent research findings on the subject were integrated to examine the study outcomes.

The working environment in hospitality received useful information from a subjective reflection of the employee and employers regarding how the use of flexible working arrangements has affected employees' psychological conditions. The findings demonstrate that flexible work management can be a valuable resource in promoting people's physical and mental health. Furthermore, by lowering the stressful conditions at work, the mutual support of energy and sufficient resources advances people's position in their lives outside of the workplace.

Further research on this subject will need to examine additional attitudes, efficacy, and acceptability of testers to be used in this flexible working program at Radisson Hotel. To use it flexibly in the real world and find solutions to issues is the main goal of any study and change, though. Also, it's important to comprehend the impact of flexible working arrangements on organizational levels, particularly regarding diverse cultures.

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## **1 Introduction**

An explanation of the review and context of this study is given at the beginning of the first chapter. The study's framework is described in broad terms. In addition to providing an introduction of the example company, the present state of the hospitality industry, its challenges, and key learning objectives are also covered. Nonetheless, the primary learning objectives are expressed in the integrated paragraphs and study analysis as the flowing chapters. Various chapters are created and organized in accordance with the learning objectives.

Case study methodology was selected to comprehend and analyze the procedures of training activities in organizations. The findings of this case study research give an overview of the staff at the Radisson Hotel in Helsinki. I can comprehend the intricate real-life actions where numerous sources of evidence were utilized thanks to this methodology. It was noticed that using several strategies for data collection really strengthens and confirms findings in case study research.

### **1.1 Travel & Hospitality as workplace**

When it comes to the number of people it employs and the number of jobs it creates, the hospitality industry is becoming more and more significant. It also has a significant impact on how Finland is seen globally. The jobs and taxes that the hospitality sector generates are all retained in Finland.

In Finland, the hospitality industry employs 128 700 professionals nationwide (2020). In the hospitality sector, more than 30% of the workers are under the age of 26. Between 2006 and 2019, the workforce of the hotel sector grew by 21%, whereas that of traditional industrial businesses shrank. The potential for the hospitality sector to grow is very high. Since 2000, the number of foreign visitors to Finland has more than doubled. In 2019, Finland received 8.9 million visitors.

The pandemic severely impacted the growth trend of tourism, however after the pandemic, domestic tourism rebounded strongly. The impacts of the war that Russia launched are slowing down the increase in international tourists, particularly from Russia and Asia.

The hospitality sector was one of the major ones that were expanding quickly before COVID-19. The key component of the hospitality business, where employees are frequently under strain and stress, is service and physical labor. Having said that, the modern workplace is vibrant, quick-paced, and extremely stimulating. Many sectors, particularly those in the hospitality sector, have included the use of technology in their operations, expanding the duties of employees at work as a result (Wang & Tseng, 2019). Employees in those workplaces must deal with growing demands from managers who want their workers to perform well physically or achieve deadlines or milestones, while also aligning themselves to a lifestyle with little time for family, leisure, and average pay. As a result, these employees struggle under the demands and responsibilities of the workplace (Europe's Tourism Rebound Predicted to Continue into 2023, 2023).

Additionally, there have been numerous complaints about work stress in recent years in the Finnish media as well as frequent disclosures by restaurant staff, particularly those working for fast-food chains, regarding their long shifts and extremely stressful working conditions. Pressure can have both good and bad impacts in the workplace. Pressure has a beneficial impact when it raises employees' performance levels, but the pressure has a negative impact when it is too much and lowers workers' productivity levels (King, 2021). Employee productivity increases dramatically when a workplace is under pressure, and there are no adverse repercussions on the workers' well-being, resolve, or morale (King, 2021). Realizing they haven't been working to their full ability, the staff members can sense the need to improve their performance levels.

On the other hand, where pressure has negative effects, the likely causes include a lack of motivation from management or human resources, either through a reward system that rewards workers for their efforts or appreciation of any kind for the efforts they make to further the organization's objectives (Khan et al., 2021). In certain cases, the strain at work may be brought on by outside factors, such as when a worker is coping with family issues or the death of a loved one, which would negatively affect their performance at work (King, 2021). When management doesn't identify what is putting pressure on a worker, the impact on that worker will get worse.

The industry's characteristics and difficulties make it a fascinating topic for work-life balance research. Research on work-life balance generally seeks to define the relationship between one's personal and professional lives and how the two are balanced. It can be assumed that there are conflicts and overlaps between one's professional and private life because the sector is so highly demanding. Finland is the ideal research platform since it has one of the best rates of total work-

life balance (Radio, 2022) .This study, among other things, aims to determine whether a sector with strong demand, such as hospitality, affects Finland's typically favorable work-life balance. This study aims to produce fresh insights that will help hospitality operators maintain a healthy work-life balance.

## **1.2 Case company and HR policies**

An American multinational hospitality firm, Radisson Hospitality; Inc., operates as Radisson Hotel Group. It was initially a subsidiary of the Carlson Company, which also controlled brands like Country Inns & Suites and Radisson Hotels. As of 2023, the Radisson Hotel Group owns or manages nine hotel brands, including prize hotel, Park Plaza, Country Inn & Suites by Radisson, Radisson Collection, Radisson Blu, Radisson, Radisson RED, and Park Plaza. The rewards scheme is called Radisson Rewards.

The employees you supervise in a hotel are responsible for looking after visitors and giving them a positive experience. If your personnel are bright and motivated, the degree of involvement from guests will grow and their attitude will shift to mimic that of who is serving them. Work patterns for hotel employees are quite rigid and involve a combination of early, late, night, and split shifts in addition to lengthy, straight days. Their professional lives revolve around their personal lives. A bustling hotel has an endless amount of work to do. Determining when a hotel is fully prepared to open might be challenging. (Our policies and performance as Responsible Business | Radisson Hotel Group, 2017).

Without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, or veteran status, Radisson Hospitality, Inc. and its subsidiaries (collectively, "the Company"), including Radisson Hotels International, Inc., Country Inn & Suites by Radisson, Inc., and Park Hospitality LLC., recruit, hire, upgrade, train, and promote employees in all job titles through their responsible managers, with the exception of cases where an accommodation is not possible .

The administration of all personnel actions, including compensation, benefits, layoffs, returns from layoffs, company-sponsored training, financial aid for educational expenses, and social and recreational programmes, shall be done so without regard to a person's race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, or veteran status, unless an accommodation is not possible and/or the requirement is a legitimate occupational requirement.

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One of the most frequently used words in the context of human resource management is "engagement." This undoubtedly demonstrates its significance as a tool for efficient personnel management, but it also undoubtedly reflects the challenges it poses.

Many surveys have been done to determine the best way to engage employees, whether it be through suggestions for changes in technology, policy, the organization's mission, or internal working practices (Our policies and performance as Responsible Business | Radisson Hotel Group, 2017).

However, the more research we conduct and new practices we learn about and implement daily, the more difficulties we encounter, particularly in the hospitality industry where it can be difficult to keep good employees for an extended period and encourage them to advance within the company.

### **1.3 Main Aim of the research**

Based on the working conditions of the example organization, the aim of this study was to evaluate the work-related resources in the workplace that influence operating work-life balance through psychological well-being in the hospitality industry. Alternatively expressed, understanding the advantages of flexible work schedules in the workplace in terms of work autonomy and time management affects psychological stress, ultimately boosting well-being and improving the work-life balance for hospitality professionals. The answer will provide a path for an upcoming development in an experimental stage. The primary elements of a flexible work environment are job autonomy and time management, and psychological well-being should be researched as the primary component of work-life balance.

More specifically, the work-life balance as reflected by psychological well-being is the focus of the current paper. The study's findings provide an overview of flexible working arrangements that point to beneficial implications for work-life balance as a crucial factor in fostering hospitality personnel's well-being. To deliver a high-quality service for the safety and emotional well-being of customers, a calm way of life at work is a requirement. There were research goals in total, including:

- To investigate how resources like job autonomy and time management can be used at work to improve psychological well-being (i.e., psychological stress, physical health, and professional abilities).
- To investigate the impact of various enrichment factors on psychological health.
- Assessing psychological health and improving work-life balance for employees.
- To assess psychological health and improve the worker's work-life balance.

#### **1.4 Research Questions**

Main Question

**RQ1** : What is the state of the artwork-life balance for hospitality industry workers at Radisson Hotel and how it could be improved?

Sub-questions:

In all, the formulation of the following research questions resulted from the establishment of the theoretical framework, which helped to focus the study topic:

**RQ2** : How to improve work-life balance through experience of the psychological well-being of workers at Radisson Hotel?

**RQ3** : What elements have an impact on the balance—both adversely and favorably?

### **1.5 Research Method and Setting**

The case study methodology was selected to comprehend and analyze the procedures of training activities in organizations. Provides researchers with fresh data to back up psychological hypotheses. Assist researchers in formulating hypotheses that can be further studied.

The findings of this case study research give an overview of the staff at the Radisson Hotel in Helsinki. Research the current definitions and experiences of work arrangements among Radisson hotel employees. To offer an overview of the working conditions and suggest potential consequences, the study will interview employees and managers from the hotel industry as well as from past research projects.

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An approach using surveys and semi-structured interviews has an impact on the data. The COR Model created for this study aimed to gather the most important information for this viewpoint. To analyses the study's conclusions, the theoretical framework and the most recent findings in the field were combined.

The study uses a multimethod approach. When analyzing the findings for people's issues, individual feelings, opinions, and motivations, multimethod research provides substantial meaning. When analyzing the findings for people's issues, individual feelings, opinions, and motivations, qualitative research provides substantial meaning (Khalid et al., 2012). The data was acquired using the same standards that the flexible working schedule already uses, which were applied to about 10 to 20 hospitality staff and supervisors that work in the hospitality sector. The questionnaire's contents were organized in different ways in accordance with (Holmgreen conservation of resources (COR) theory. One of the main themes covered is job autonomy related to decision-making, freedom and time management related to work-life balance based on psychological well-being and stress factors. The reliability of the measuring method is a key factor in deciding whether a methodology is valid. However, the benefit of its dependability is greatly

diminished when the actual circumstance is not accurately measured. In contrast, it's important to apply efficient measurement techniques when conducting qualitative surveys (Khalid et al., 2012). Due to the exploratory nature of the research, its validity and dependability are the key concerns. The most important aspect of the exploration process is a high degree of validity and authenticity of confidence in the reliability of the data acquired since the discoveries allow for the use and application of a solution to a genuine situation.

Validity and data dependability operate best when together. Using the appropriate methods to acquire crucial information is the main problem in qualitative research. The primary goal is to consider the current circumstances to increase the significance of the research goal. The investigative procedure includes analyzing whether the problem-solving approaches are focused and practical in real life based on the respondents' own experiences, attitudes, and persuasive testimonies. Although there may be some amount of uncertainty and some degree of inaccuracy, this study, based on the varied perspectives of respondents and the current personal reality, provides appropriate resources and personal views for sample data (Middleton, 2019).

As part of this study, the author performed questionnaires, open-ended interviews, and employee and employer viewpoints. In other words, each person's viewpoint was provided. As a result, neither the leaders nor the employees are the ones who communicate their opinions from their points of view or who offer suggestions from the perspectives of the workforce. As a result, the validity of this study can be trusted. The study's results also lend credence to the assertion that encouraging a work-life balance is a key element in enhancing the welfare of hospitality personnel.

## **1.6 Study's Limitation**

The study is solely based on the current state of staff in the Finnish hospitality sector from the perspective of Radisson hotel employees. There were few combinations in the study that considered a particular context, such as a thorough cultural backdrop or a classification of distinct countries, centered on two aspects relating to job autonomy and time management, to address specific factors on the working-life balance of medical professionals.

## **Theoretical Framework**

### **1.7 Underlying theory of work-life balance arrangements**

#### **1.7.1 The definition of work-life balance**

Flexible scheduling and personal life have emerged as some of the most hotly debated issues and concerns among workers and companies across a variety of industries in recent decades. The demands of various job types and shifting demography are the main causes of this feeling of urgency. Flexible arrangements will assist optimize the interests of both the business and the personnel, as employers in numerous industries have long understood. Contrarily, flextime has become more and more popular across numerous enterprises across various industries (Zigu, 2011).

An approximately 30,000-person questionnaire survey across all European nations and regions was carried out in 2013 by a European firm. According to the survey's findings, 66 percent of European businesses allow workers to pick their own hours of work. The proportion of use rate kept increasing in later polls. Nonetheless, there are significant regional differences in the acceptance and utilization of flexible working. Almost 80% of businesses have arranged such services, which is a reasonably high rate in Finland, Denmark, Sweden, and Austria. Nonetheless, the percentage is lower than 40% in Cyprus and Bulgaria (Zigu, 2011). The outcome also suggests that flexible usability still stands a better chance of advancing across numerous industries.

Many nations' legislation on flexible arrangements is created to take additional factors into account from an economic perspective. In Europe, flexible workplaces began to emerge toward the end of the 1970s. Hewlett-Packard in Boblingen, sometime in 1973, was the first American business to utilize this method. In addition to the established number of hours per day, several German businesses provide their employee's flexibility (Working Time and Work-Life Balance around the World, 2023).

Since 2003, all UK employees have been able to request flexible working arrangements if they have children under the age of six or are responsible for taking care of other children. Particularly in the Nordic countries, employees have access to a wide range of flexible working rights, such as parental leave, flexible work schedules, and other family-friendly rules.

Like how such legislative changes could suggest, flexible working is advantageous for employee adaptation and a company's continued growth (Kumanu, 2018). Flexible work arrangements are becoming more common in several major multinational firms; however, it depends on the industry. Although there hasn't been much research on the practice, flexible working arrangements have a better possibility of addressing difficulties in the future in Asia (Kumanu, 2018).

According to earlier studies, this is because flexible employment arrangements are more accepted in contemporary society. Flexible work is common today because of this strategy's ability to increase worker engagement and job happiness, which in turn allows for greater individual freedom. The necessity for flexible working hours may be a major factor to emphasize in some circumstances since employees may be eager to accept new challenges to maintain their employment with rigid working hours. Yet, this has not yet been properly applied to the field of global health care (Kumanu, 2018).

Working hours address two aspects of work arrangements: working during non-standard hours such evenings, weekends, or mixed shifts. Fixed and regular schedules and frequently changing employer-led flexibility that is dependent on the needs of the employer and gives employees some degree of independence are examples of flexibility, nevertheless. A sort of organizational stratification that gives employees more freedom to choose their own working hours and places is known as a "flexible working arrangement" (Kumanu, 2018).

The work-life balance scheduling decisions made by individuals based on the employees-oriented system in the hospitality industry are the subject of this study. The primary resources for supporting the work-life balance of hotel employees through psychological health are work-related elements. By impacting psychological well-being, the resources covered by job characteristics—job autonomy, a synonym for job control, and working time management—have a substantial impact on the work-life balance of hospitality professionals. sector, particularly for unique specialized divisions because of the working conditions of other employees and since the hospitality sector is unique.

## 1.8 The important factors of work-life balance

### Corporate Culture

One of the most important factors affecting work-life balance and employee satisfaction is the culture of the organization. It represents an organization's principles and beliefs, which are reflected in how its members behave.

### Workload

The amount of work you must complete is known as your workload. The key to maintaining a healthy work-life balance is to manage your workload. Too much work can have a negative impact on both how much time you spend working and the caliber of your output (Mwathi & NZULWA (Ph.D), 2019).

### Benefits and Compensation

Although they are not the same, compensation and benefits are frequently confused. What you receive in the form of a paycheck is compensation. Benefits are extras you may get with a job that has nothing to do with pay, like health insurance or retirement programs. While many people undoubtedly depend on compensation, particularly those with families or those who live in expensive areas, it's also wise to consider how much vacation time you have each week so that you can adjust your schedule accordingly. A job may not be viable for someone seeking to balance work and personal life if an employer offers extensive vacation time but mandates excessive hours each day (Mwathi & NZULWA (Ph.D), 2019).

### Leave Procedures

Maintaining a work-life balance depends on having a sound leave policy. It enables you to spend time with your loved ones and supports your efforts to live healthily. It could be challenging for you to strike a work-life balance if your company doesn't have a solid leave policy.

### 1.8.1 Job autonomy of working conditions

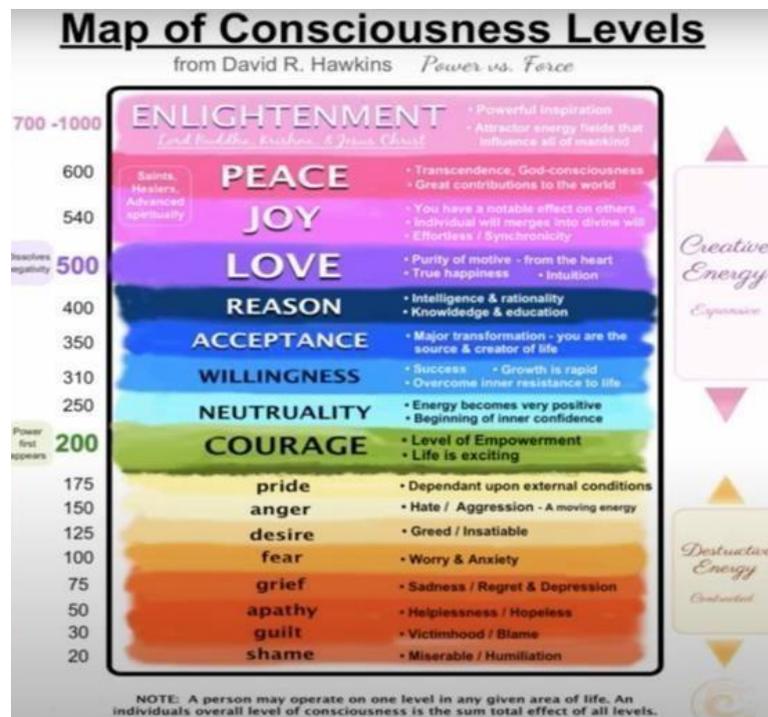
Work autonomy refers to an employee's ability to make decisions about their work, including how to complete tasks, manage their workload, and handle exceptions to the career (Hackman & Oldham, 1975). Additionally, this refers to giving people entire freedom to carry out their task in a working environment and making work-related decisions on their own. This is generally referred to as autonomy by individuals (McLean, 2021). Moreover, the medical industry depends on occupational autonomy. To lower risk factors and deliver high-quality care when the person has achieved this, it relates to their management, independence, and capacity to make clinical decisions and critical judgements based on their patient's needs met professional abilities (McLean, 2021).

According to Hobfoll's conservation of resources (COR) theory from 1989, both actual and underlying losses can result in resource loss in an environment with insufficient views, which leads to the personal sense of psychological stress. When someone feels like a threat to their own resources is coming from within, they experience pressure and become stressed (Hobfoll, 1989). Most occasions to analyze the workplace in response to burnout circumstances have shown the benefits of job autonomy. It mitigated the opposing beneficial impacts necessary in the workplace, such as the energy to support (Wooll, 2021). Absolute freedom and energy, on the other hand, are invisible and exist in the environment's space as a universal unseen force. The source of power is light that is equivalent to task autonomy's substance. All the materials grouped into the end are molecules and atoms, according to Dr. David R. Hawkins's classification chart for energy and power. 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 (Wooll, 2021) (Figure 1).

From this vantage point, it makes sense that all environmental senses would be directly impacted when workers experience energy loss at work, or when there is insufficient energy present. Similarly, low energy levels when under stress are hazardous (Hawkins, 2020). An ongoing state of low mental health is caused by demanding work and bad job management. It is made worse by constant stress, which saps people's vitality and creates a vicious cycle in the workplace that finally results in some kind of physical or mental sickness for the individual (Wooll, 2021). According to research, among the sample of Israeli teachers, job autonomy is inversely connected to job burnout. Apart from that, positively associated with mental health, both directly and the way through industry commitments. When an individual or group has enough resources, the

magnetic field is in a positive overall state. According to the law of gravity, at this moment, the earth and the universe are also influencing people in a specific area in the same direction, which further promotes the generation of energy and increases the types of powers and resources in the working environment. This layer will further promote arranging environment in one field (Reisinger & Fetterer, 2021).

The corporate culture and the leader's powerful thinking model are products of the workplace, which has a significant impact on how the business develops as well as how people realize their potential at work and as members of their life. The environment of the team is subtly created by the power to influence each member's psychological state and quality of life . Employee power will increase quickly and add more value to the company when it is sufficiently given the flexibility and autonomy to do so. This value is more concerned with the spiritual connection of the individual and the company than it is with things like money and honor (Reisinger & Fetterer, 2021).



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

### 1.8.2 Time arrangement of working conditions

Self-arrangement in terms of a working schedule is the substance of working time management. The concept states that employees can create a plan with a level of duration and distribution that is driven by their own perspectives in relation to patients' requirements and workplace development. The working environment requires time, yet time pressure can negatively impact other correlation elements (Reisinger & Fetterer, 2021). As a result, time management creates plans to create an environment that is conducive to successful functional productivity. more ability to base the subsequent working step on various procedures and risk management practices that are considered work-related activities.

Numerous businesses today strive to put the needs of their clients first. Yet, as an organization's employees serve as both a partner and its initial client, it is important to start by considering their demands. Employees are given the full picture thanks to the abundant resources needed to enhance their performance and the cohesiveness of the work environment made possible by the priceless resources. When given enough time, workers join forces to complete their tasks. (Reisinger & Fetterer, 2021). Another collection of research presented this argument.

Time management involves accommodating personal demands, such as encouraging the mixing of shift schedules and aligning with personal, professional skills management, which influences the hotel team's professional credentials as well as their ongoing development. While time pressure directly affects working conditions, time is also a resource in the employee realm that depletes internal personal resources when outside resources are insufficient to meet the needs of the employee. This type of consumption is linked to high demands both physically and emotionally.

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### **1.9 The contextual framework of work- life balance**

Prior studies on work-life balance have been conducted in a variety of fields, including business, human resources, psychology, and others. Additionally connected to difficulties with work-life balance and job satisfaction in earlier HRD research and practices. The study has made connections between a certain issue and various fields. The literature claims that the 1960s saw the emergence of the first proponents of work-life balance in the UK.

Researchers from Harvard University recommended in a different study that some American firms adopt the flexible working arrangement that was popular in Europe in the late 1970s, which is when the idea of a work-life balance was first established. Nevertheless, there are still a number of situations where the work-life balance needs to be improved. It's crucial to remember that study on the personal and social aspects that affect work-life balance, and its advantages has developed gradually (Rietsema, n.d.).

### **1.9.1 The definition of working-life balance**

Work-life balance has several distinct definitions, several of which have been used in policy papers during the past few years. The negative effects include a hostile work environment with unsocial time restrictions, sadness related to the job, and consistently erratic work schedules (B). The negative impacts of a work-life balance on both the sector's workforce and the industry are enormous, and they inevitably have an impact on both the sector's advantages and the quality of individual lives. Every single occupational team, according to , demonstrates various levels of flexibility and work-life balance. It is acknowledged to be extremely subjective from a person's point of view and linked to a variety of perceptual phenomena. To achieve and sustain the functionality of work and personal life for workers on the hospitality team, the ratio is defined in this study as being in an excellent psychological state. Specific aspects include time constraints in the workplace and a certain level of employee arrangement, as well as the psychological and physical well-being connected to the hospitality staff's overall quality of life (Booth, n.d.).

### **1.1.1 Work life balance & Human Resource Management**

Human resource management (HRM) is a function within an organization that is used for managing people. The main purpose of human resource management is to assure the profitability of an organization by having an efficient workforce. The main issues covered by HRM are staffing (recruiting + laying off), training, and rewards.

Three subcategories of HRM exist: career management, organizational management, and individual management. Finding an employee's talents and weaknesses is a key component of individual management. This is reflected in training, testing, and performance reports. As a component of a more comprehensive company strategy, organizational management places a strong emphasis on developing an effective system that maximizes human resources. This also encompasses a change of management, which enables the business to react fast to both internal and external factors. Matching people with the best jobs and career paths within the organization is the goal of career management (Sanfilippo, 2023).

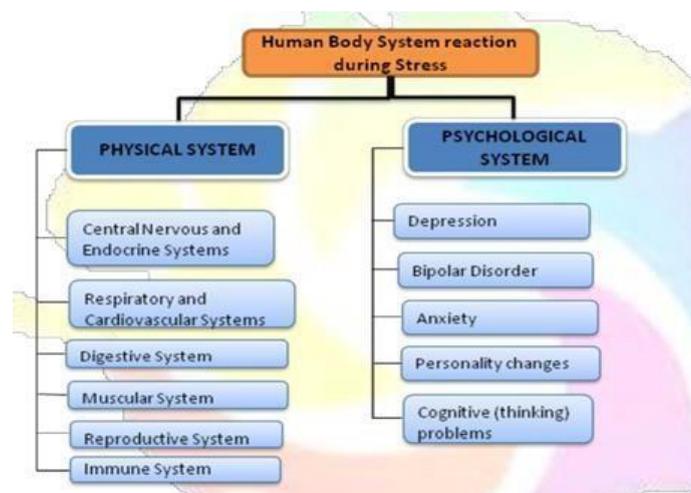
Being required to work nights, weekends, and holidays makes it clear that a career in hospitality may not be all that tempting. One of the aspects of the business that cannot be avoided is this. Successful human resource management can lessen other workplace issues. These challenges include shift scheduling, unpredictable work schedules, pay-related problems, interpersonal issues, and workload (Booth, n.d.).

### 1.1.2 Work-life balance and Psychological stress

The key prerequisite for success in achieving the next level of human desire, such as work-life balance, is one's own physical well-being as the most fundamental of human needs. Based on Maslow's idea of the hierarchy of needs for self-fulfillment. There will be adequate commitment and involvement to the role if there are enough resources to meet the requirements. By preserving the standard of public life and addressing internal human dynamics, stress will be lessened in the short run (Nortje, 2021).

The physical state of a person, which varies from person to person, and weariness can have an immediate impact in terms of sickness and negative emotions. This is strongly tied to one's sense of personal fulfilment. Psychological stress, a key component of emotional health, is said by several authors to have strong ties to other optimistic ideas and aspects of daily life. Palpitations, sleeplessness, digestive disorders, somatic diseases, cardiologic diseases, musculoskeletal disorders, and other issues are possible medical manifestations of the illness. The psychological condition may also be directly related to these issues (Nortje, 2021).

The influence of stress on human physiological system and psychological system



(Figure 2) The Process of Body Reaction to severe stress (Beltran, n.d.)

But since physical health affects how one feels, this suffering scenario provides important insights on one's emotional well-being and the quality of one's own life. Also, it has been noticed that by lowering stressful situations and conflict, the expectations frequently linked with employment and life outside of work serve as a moderator to influence psychological health. As a result, life satisfaction has been seen as the single component that is improved by physical health. The subjective evaluation of one's own quality of life was thus improved, but there are still many additional options aside from merely the level of happiness.

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

(Figure 3) American Association's "Stress in America" report, 2011. (Beltran, n.d.)

## 1.2 The connection between work life balance and flexible work arrangement

### 1.2.1 Influence of job autonomy on psychological stress

Work autonomy has been linked to fatigue, depressive moods, and the psychosocial stress response in cross-sectional and longitudinal research... A lot of research has also shown a connection between employment flexibility and good physical and mental health. Decision-making power is the ability to accommodate one another's requests for assistance in converting energy. In 1905, Einstein's equation  $E = MC^2$  put forth a theory on the composition of the universe. Internal energy can be transformed, specifically from power to quality or vice versa. The energy transfer between luminous matter and space radiation is at the heart of quantum theory (Sanfilippo, 2023).

Internal energy may be physically stored, and the quality of that stored energy is incredibly mystical and can rise to an unimaginable level (Smeenk, 2012). According to several research, the law of attraction and the gravitational hypothesis, energy exists and is intimately tied to every part of the world even though it cannot be seen (Sanfilippo, 2023).

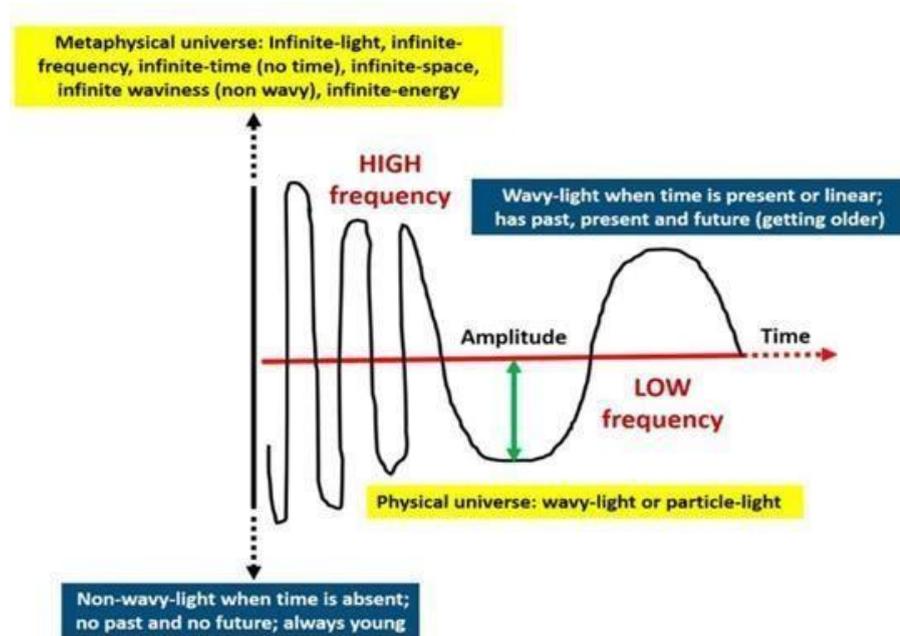
In cross-sectional and longitudinal studies, work autonomy has been connected to exhaustion, depressive moods, and the psychosocial stress response (Mausner-Dorsch and Eaton 2000).

A lot of research has also shown a connection between employment flexibility and good physical and mental health. Decision-making power is the ability to accommodate one another's requests for assistance in converting energy. In 1905, Einstein's equation  $E = MC^2$  put forth a theory on the composition of the universe. Internal energy can be transformed, specifically from power to quality or vice versa. The energy transfer between luminous matter and space radiation is at the heart of quantum theory. Internal energy may be physically stored, and the quality of that stored energy is incredibly mystical and can rise to an unimaginable level (Smeenk, 2012). According to several research, the law of attraction and the gravitational hypothesis, energy exists and is intimately tied to every part of the world even though it cannot be seen (Sanfilippo, 2023).

In a different series of investigations, waves were used to describe the elements that might be solidly connected to the earth. Variations in frequency or energy are what define waves (Lupu & Ruiz-Castro, 2021). Several frequencies and motion modes are used by the mind to communicate with one another. In accordance with a number of physics research, energy can also exist in the form of an endless light that fills all of space and creates kinetic and dynamic energy.

Our perception of what the unaided eye sees is based on the physical universe's frequency-transmitted waves and energy. As everything in the physical cosmos is believed to be wavy, it can all be found and studied. The finite physical universe is, nevertheless, filled with an endless supply of energy and light because infinite light has infinite frequencies and operates through the internal processes of frequency transitions. As two galaxies cannot be separated, it can reflect and leap to all the frequency ranges that contribute to physical manifestation in the real world . In Figure 4.

As a result, having sufficient job autonomy at work acts as an internal force of energy on external objects. To realize the transformation in process under natural conditions, sufficient resources are needed as a manifestation of 24 internal and external energy to increase the conversion from one positive attitude to another, having a positive impact on one's life, and reducing psychological stress conditions (Lupu & Ruiz-Castro, 2021).



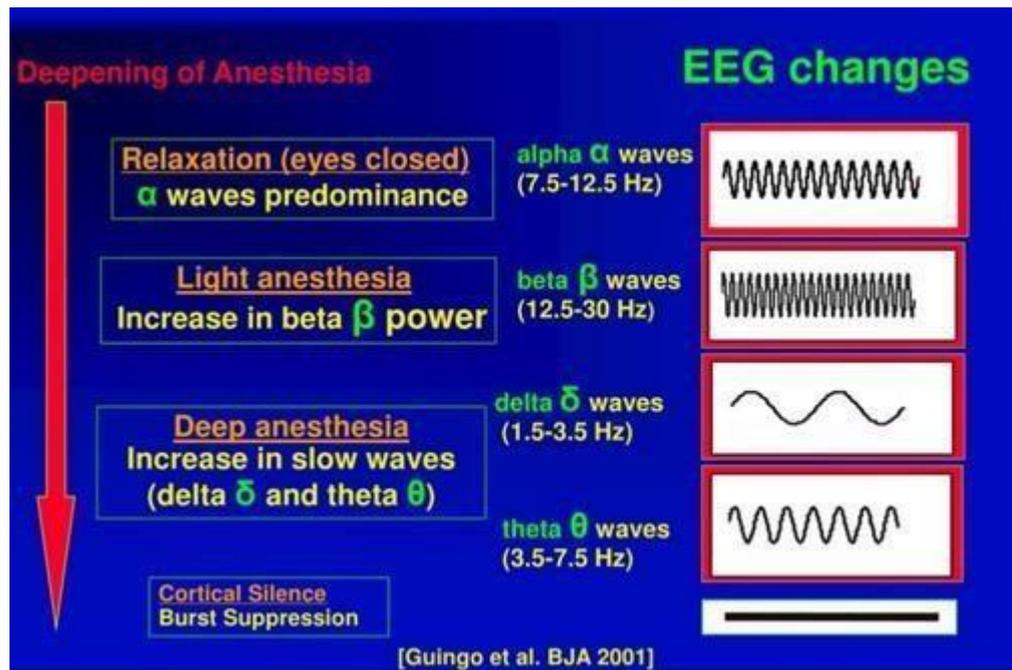
(Figure 4) – The primary kinetic energy of the physical cosmos and its inner layer is frequency movement. However, all finite frequency ranges in the physical world can be produced by infinite light with infinite frequency or energy, which is waveless. (Lupu & Ruiz-Castro, 2021).

### 1.1.1 Frequency and vibration frequency affect one's well-being.

The frequency at which every cell in the human body vibrates is thought by the universe to be the most advantageous for people. According to a renowned researcher and the creator of one technology, a healthy body resonates between 62 and 70 MHz. Each organ in the body has its own frequency, but sickness develops when the human frequency drops below 58 MHz. Bacteria, viruses, and diseases all have frequencies that have an impact on one's field, and death begins at about 25 MHz (Alves et al., 2018).

Another author provided the exact same response. For three years in 1984, a Hawaiian therapist successfully treated every patient with mental illness at the Hawaii State Hospital without the need of clinical therapy or drugs. Dr. Ihaleakala Hew Len's four-sentence approach, a part of the traditional Hawaiian spiritual energy therapy known as "Hooponopono" (Hawaiian for "exact, clear, and perfect"), requires only four words to purify "himself." As a result of a state of perfection and harmony with the natural world, energy returns to its positive frequency (Alves et al., 2018).

Finally, it should be noted that for the condition outlined above, when a person's physical and mental state are in a complete state in nature with high frequencies, at this time, the value of the personal energy field tends to be positive, and the psychological condition tends to align with the natural frequency as shown in figure 5.



(Figure 5) To calculate the kinetic energy of the brain under anesthesia, electroencephalography (EEG) measures the frequency and amplitude of brain fluctuations.

Enhancing the culture surrounding working status requires promoting autonomy at work. Workers are more likely to feel connected to their coworkers and more committed to their jobs as a result, which enhances their sense of wellbeing (Cafasso, 2017). The benefits of work-life balance are offered by an environment that is suited for energy transfer, which is a sign that the work is autonomous. As a result, an employee's general situation in their personal life is positively impacted by their psychological health at work. As a result, it has also been demonstrated that having a good work environment has certain favorable effects (Cafasso, 2017). Working time arrangement affects psychological stress in work-life balance.

The mental fatigue and anguish that the employment environment produces are commonly linked to mistakes. The quality of life will decline and have a negative impact on the sense of imbalance in life if resources work in harmony and individual views of a peaceful existence are lost (Ritchie, 2022) . Hence, when they can manage enough time and the resources at work support this method, employees can increase professional knowledge and abide by procedural norms.

By reducing the high-stress workplace, a positive feedback loop will be established, first improving the individual's working conditions, and then gradually extending to their living situation about their personal well-being. Along with emphasizing patient safety through ethical and business duties that hasten improvements in internal life states or vice versa, this also pays attention to the worker's wellbeing, which is a crucial factor in psychological stress.

This is consistent with the COR theory, which holds that there are sufficient resources and time to address requirements in a variety of dimensions, enabling employees to select their own work methods based on their specialized knowledge and reducing risk environments in the workplace as a result . This background makes it obvious that time is the main factor sustaining the professional careers of nurses and greatly raising the standard of work. Effective time management provides employees with enough possibilities, which is beneficial for their wellness. The ability to manage time well at work is frequently positively connected with one's health and recovery mechanisms (Ritchie, 2022). The bulk of confrontations were caused by bad time management, which led to poorly managed job and non-work demands. While sick days and absenteeism in the workplace have a negative link with stress levels, time conflicts have a favorable correlation. Evidence-based recommendations for promoting wellbeing.

But, as was already mentioned, there is a close connection between mental and physical health. People are working long hours and under stressful circumstances, which has an adverse emotional effect on activities performed outside of the workplace, such as the inability to communicate emotions to friends and family. Providing staff with the best conditions to choose the beginning and ending times of different shifts based on their considerations can assist balance and progress the demands of everyone in the group in terms of practical time management (Shah, 2016).

Most articles have positive reviews . However, another study found that even if employees were working longer hours, they still had the stamina to properly attend to the needs of others that were unrelated to their jobs. This is why the results of an employee's external circumstances will be reflected in their working time as a part of the corporate environment and a career that is spiritually committed to the company culture (Shah, 2016). But when team members are free to pursue their careers and develop their abilities, when each person's purpose is intertwined with the firm's objective and eventually becomes an integral part of the organization, the pressure of this form of employment is different.

This is supported by another study that discovered that even when obligations to one's family or employment increased, work-life balance increased provided finances were enough . Moreover, (Ritchie, 2022) discovered in the British Household Panel investigation that even when people work for an extended period as individual industry responders, they report less health concerns, notably mental health conditions (Ritchie, 2022). Since people's spiritually felt time management assistance is crucial based on the same consciousness of each other, the partnership of the component provided by the leader to consider lowering psychological stress and improving wellbeing is the engagement supported by this fact.

Because of the timeline's flexibility, the company's culture, the magnetism of its leaders, and its amazing ideas have an infinite amount of power and spiritual freedom. Nonetheless, efficient collaboration is an important aspect of company culture and can have an impact on an individual's personal position.

The concept of an active work-life with adequate resources at the place of employment as a valuable component of an individual's life will be directly linked to the employees' lives outside of work and subsequently have an impact on their standard of living and overall wellness. Many psychological studies have shown that if a person has an edge in one resource, they will also have a relative advantage in other resources. These websites appear to aid and encourage one another. This team-based autonomy fosters collaboration raises employee value inside the company and contributes to people's prosperity and sense of balance in their life (Ritchie, 2022).

## 2 Research Method

The case study methodology was selected to comprehend and analyze the procedures of training activities in organizations. Provides researchers with fresh data to back up psychological hypotheses. Assist researchers in formulating hypotheses that can be further studied. Based on the working conditions of the example organization, the aim of this study was to evaluate the work-related resources in the workplace that influence operating work-life balance through psychological well-being in the hospitality industry.

Research main question:

**RQ1** : What the state of artwork life balance of the hospitality industry workers at Radisson hotel is and how it could be improved?

Sub questions:

**RQ2** : How to improve work life balance through experience of psychological wellbeing of workers at Radisson hotel?

**RQ3** : What elements have an impact on the balance both adversely and favorably?

Case study methodology was selected to comprehend and analyze the procedures of training activities in organizations. The findings of this case study research give an overview of the staff at the Radisson Hotel in Helsinki. In this case study multimethod approach is used: both qualitative and quantitative (questionnaires and interviews). For the questionnaire both open ended and close ended questions are used. An approach using surveys and semi-structured interviews has an impact on the data. The COR Model developed for this study sought to compile the most pertinent data for this point of view. The theoretical framework and the most recent research findings on the subject were integrated to examine the study outcomes.

## 2.1 Research Strategy

Research design is a learning process that guides the researcher from the beginning, when selecting the topic and describing the problem, to the conclusion, when it's time to summarize the findings. The author must pay close attention to research-related aspects and make educated decisions regarding the type of research, research design, proper method, collecting, and reporting data effectively. This chapter outlines every significant choice made to carry out systematic research.

In this case study multimethod, both quantitative & qualitative research is applied , and not just because some theoretical and empirical research was incorporated into the technique. The process also tries to focus on real-world situations and problems that elicit a comprehensive, in-depth understanding of people, thereby producing the pertinent data necessary to achieve the advanced result (Business Research Methodology, 2007). This is partly since high-quality research criteria are often reliable and practical when considering real-world issues. The outcomes of the study are broadly compatible with past scientific findings, and there is general agreement that ethical considerations are crucial.

The earliest stages of the empirical stage consist of three processes: practical information gathering, analysis, and data interpretation. The interview requires gathering exhaustive data to evaluate the current phenomenon utilizing exhaustive, trustworthy data pertinent to this investigation. To predict outcomes and get possibilities and broader perspectives of the phenomenon as it develops, analysis using multiple supports is done (Mazumdar, 2022) .

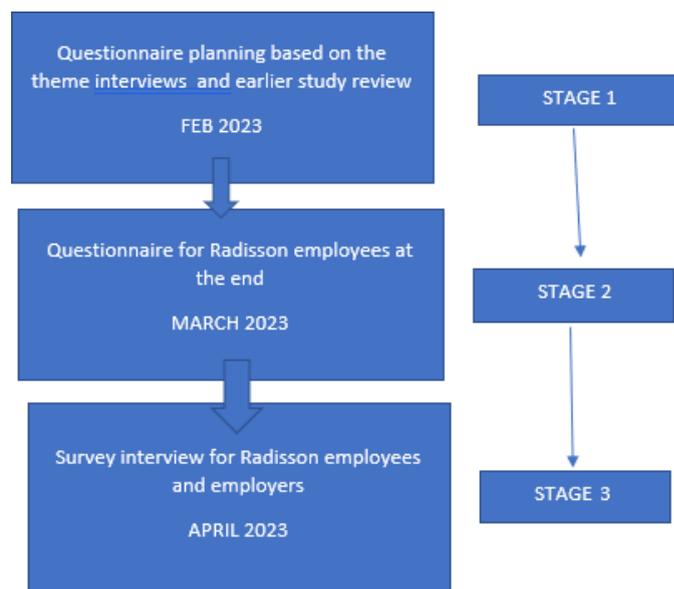
Using simple and applicable phrases was the first step in comprehending contemporary occurrences through the material's information gathering. The second step is a face-to-face interview when perspectives are carefully examined to respond to certain research questions.

## 2.2 Research data collection

There are two categories of data: mainly primary and secondary. Traditionally, primary data refers to unprocessed information that has been gathered by the author in some way, depending on the technique used (Maione, 2022). Primary data for this study were gathered through a survey and interviews (mixed methods). Secondary data is information already processed and available online or in a library, such as a peer-reviewed article, book, publication, conference paper, newspaper story, journal article, exploratory study, etc. Every source of information needs to be scrutinized for reliability. Databases like Google Scholar, Eric, EBSCO, Research Gate, and journals Harvard Business Review are a few examples of reliable data sources.

Descriptive analysis was used for the secondary data and thematic analysis was used for the primary data to explain the research questions. The methodology for collecting empirical data was created in English. The two requirements for the data collection have the simple objective of collecting information from respondents. To better comprehend the working conditions for hospitality staff and to have a deeper understanding of various perspectives, the author began collecting data and information from hotel managers in March 2023 to get to know the hotel employee's work-related surroundings in Radisson hotel in more detail and get to know the different opinions.

The second stage the author collected the data with two processes, discussions done with the Radisson hotel managers and supervisors in Radisson hotel and combined theoretical support, a questionnaire done at the end of April 2023.



(Figure 6). Stages of Data process and sample collection

### 2.2.1 The structures of the survey questions

For the questionnaire closed-ended questionnaires were developed. The objectives of the twenty-one selected questions are to examine the positive or negative categories in terms of total percentages and to produce probable answer alternatives. On a scale of 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree, responses were assessed. According to the research questions, the goal of the study was to identify, describe, and quantify experiences and opinions utilizing a variety of viewpoint correlations. For simplicity, the author used mainly multiple-choice questions and category questions. To assess the validity of the survey, pilot testing was conducted. It was sent to individuals not involved in the research process. After completion, they were asked how much time it took to fill in the survey, whether there was anything unclear in questions and whether there were difficulties in moving from one theme to another. After ensuring questions were clear and understandable, a survey was sent to the actual sample group. With the survey, an explanation message was attached to clear the purpose of the survey, anonymity, and timeframes. The purpose of the survey was also seen on the first page of the survey to avoid any misunderstanding (appendix 1).

The flow and order of questions are important both for the respondent and for the author. Questions must be structured and divided into themes. In total, there were 25 questions (questions with contact details for interview discussion were not counted). The schematic structure of the survey can be found in table 2 below.

### 2.2.2 The statistical analysis of the Research

Question	Theme	Data	Type of question
1-6	Demographics	Demographical data – sample fitting	Multiple choice
5-11	Tension related to balancing	Primary data, addressing. RQ2 & RQ3	Multiple choice
11-16	Time flexibility	Primary data, addressing. RQ1	Multiple choice
17-21	Perceived job autonomy	Primary data, addressing. RQ1	Multiple choice

The samples were produced by seventeen respondents. By the end of Feb 2023, the author had finished planning the questionnaire. The questionnaire's form and content were developed by analysis of three layers of data: findings from earlier research, study findings, and team manager comments. An email with a unique link to the survey questionnaire was distributed by the author. 17 (n=17/90%) of the 19 workers who made up the sample were trustworthy responses.

As indicated earlier, speaking samples in the English language. The survey's ultimate sample size was 17 people (n = 17). The respondents are all active, credentialed experts in the hospitality industry. The author anonymously entered survey responses into the Google Forms. According to the author's breakdown of the data processing total by week, 17 replies have been received by the first of April 2023.

### **2.2.2 Data from the research interview**

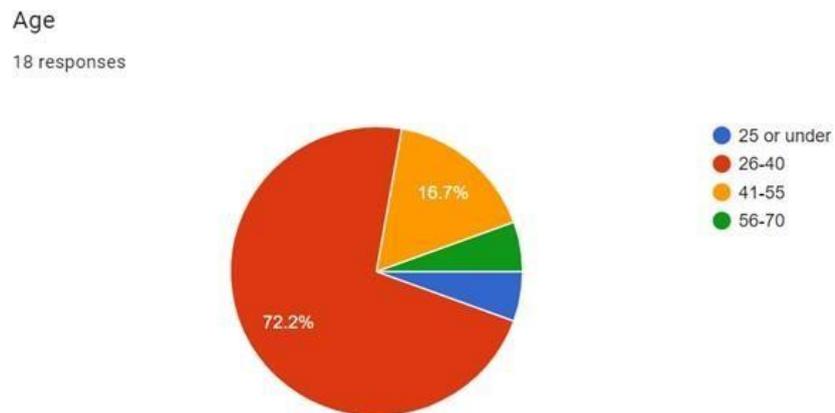
In a semi-structured interview, questions are posed inside a prepared theme framework as a means of gathering data. But neither the order nor the wording of the questions is predetermined. Semi-structured interviews are frequently qualitative in character when used in research. In marketing, social science, survey methodology, and other research domains, they are typically employed as exploratory tools. They are also frequently used in field studies with numerous interviewees since they provide everyone with the same theoretical framework while still letting them explore various angles of the research subject.

A semi-structured interview with the Radisson hospitality staff was created by utilizing established criteria. The author made the interview environment and questions the same for each participant. Replies were recorded while meeting the appropriate substance to each question. Yet, it also made some more room for more significant information that had not been considered in the first questions. The research questions, which were the major stem, were covered throughout the interviews. Yet, theory-based research on the phenomenon analyzed and developed the goal and sub-contents of the interview talks (Maione, 2022). The author then informed the respondents of the invitation in advance through email. In March 2023, the interview and procedure for a total of three voluntary responses were completed. The author determined that the sample size was sufficient for achieving the objectives of the research and interviews.

### 2.3 The representative samples description

Demographic inquiries provide information on age, marital status, number of dependents, and length of work. A total of 19 responses in all (n=19) were given to the author. Age, relationship type, number of dependents, and employment history are just a few examples of the demographic inquiries that ask about your background. The author received 17 (n=17) replies. The age range of 63% of responders (n = 18) is 26 to 40. There were no people younger than twenty-five or older than 70, 32% who responded had worked a job less than a year or so. 63% of hospitality staff had one to three years of work experience; for those with ten years or more, the ratio was closer to 11.8%. 47% of respondents are single, with a total proportion of approximately 63%, in the 26–40 age range, about 21% in the 41–55 age range, and about in the 56–70 age range, according to the samples' marital status. Overall, more than 52.9% of respondents said they shared a residence with a partner. No shared dependents are shared by 43.2% of the sample's members (n = 18).

Table 1



## 2.4 Selected Questions of questionnaire analysis

Microsoft Excel was used to determine various percentages of a single question to examine the data. The survey results are segmented to make it simple to compare each element of the total rate. (Table 1) The samples were produced by 17 respondents. By the end of Feb 2023, the author had finished planning the questionnaire. The questionnaire's form and content were developed by analysis of three layers of data: findings from earlier research, study findings, and team manager comments. An email with a unique link to the survey's questionnaire were distributed by the author 17, (n=17/90%) of the 19 workers who made up the sample had trustworthy responses.

As indicated earlier, speaking samples in English language. The survey's ultimate sample size was 17 people (n = 17). The respondents are all active, credentialed experts in the hospitality industry. The author anonymously entered survey responses into the Google Forms internet program, which also includes Excel forms, for data analysis. According to the author's breakdown of the data processing total by week, 17 replies have been received by March end 2023.

Google sheets was used to determine various percentages of a single question to examine the data. The survey results are segmented to make it simple to compare each element of the total rate. (Table 1)

The questionnaires are made as concisely as possible to ensure that each item is understood correctly. Nonetheless, it was decided that 21 components in all, plus four background demographic questions, would be adequate for the research themes

### 3 Research Data Analysis and Findings

#### 3.1 Questionnaire analysis

Google sheets was used to determine various percentages of a single question to examine the data. The survey results are segmented to make it simple to compare each element of the total rate (Table 1).

The questionnaires are made as concisely as possible to ensure that each item is understood correctly. Nonetheless, it was decided that 21 components in all, plus four background demographic questions, would be adequate for the research themes.

Five quick survey questions are devoted to the first factor identified regarding flexible working arrangements: job autonomy. The author calculated the percentage.

Perceived job autonomy

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

1. The position affords me a great deal of independence and discretion in how I carry out the task.
2. I have enough options to choose to pick to advance my professional abilities.
3. The company's policies and procedures have a big impact on how the task is carried out daily.
4. When I request my holidays in advance, I can simply receive them.
5. My level of control over my work is sufficient.

Table 2

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

17 responses

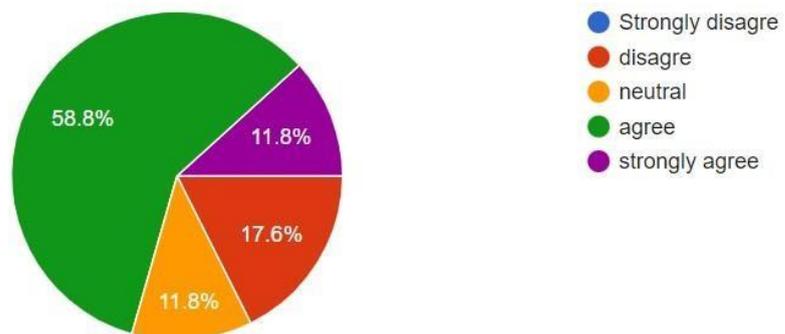


Table3

I have sufficient opportunities to decide to develop my occupational skills

17 responses

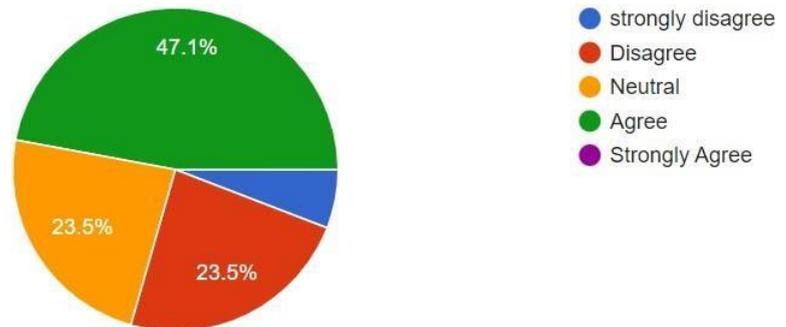


Table4

I have sufficient opportunities to decide to develop my occupational skills

17 responses

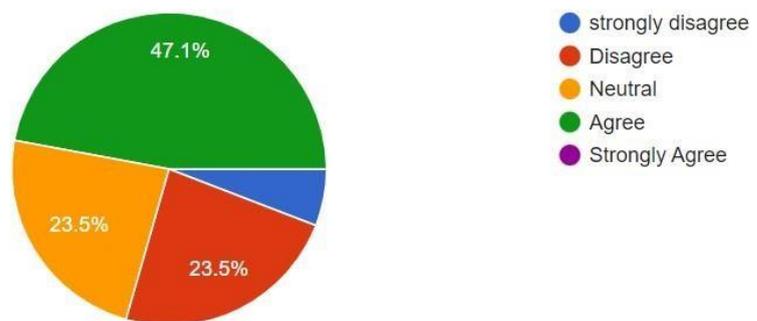


Table5

I can easily get my vacations when I request beforehand.

18 responses

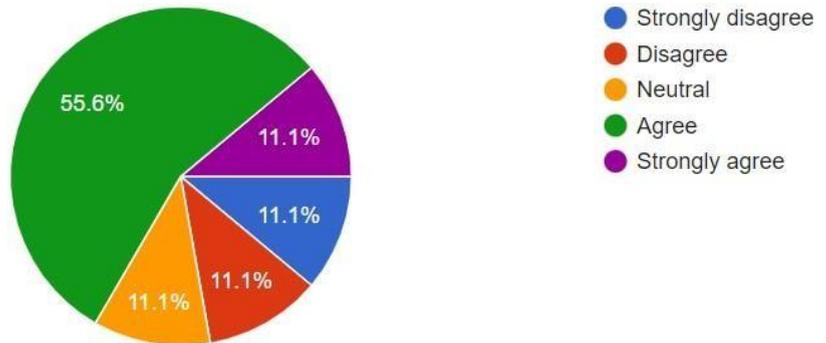
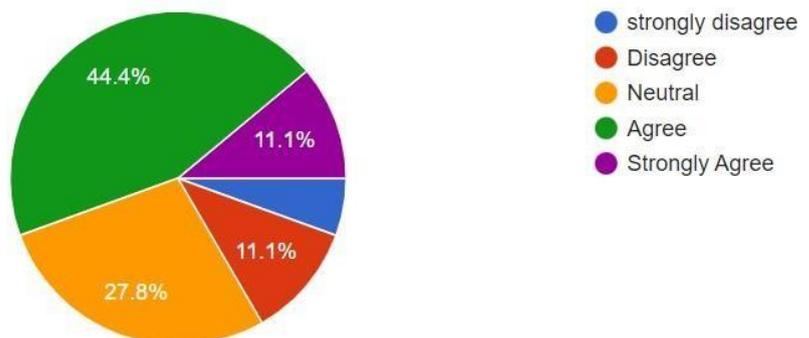


Table6

I have sufficient control over mistakes and improvements for my tasks .

18 responses



Flexible work schedule layout is time management

Time flexibility.

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

1. My job hours and days are consistent from week to week.
2. Prior to the work schedule (Saturday and Sunday), I can choose a certain number of choices.
3. I have enough control over the shift's break periods.
4. I can choose the order in which tasks are completed as part of my daily work routine.
5. I can choose not to work more hours or overtime.

I have predictable working days and hours from week to week.

The first question forecasts the working days in advance. The overall percentage of respondents who agree and strongly agree is 58.9 percent (58.9%), compared to the overall percentage of respondents who are neutral (5.9%). As a result, this provides a measure of how effectively most employees are now managing their free time.

Table 6

I have predictable working days and hours from week to week.

17 responses

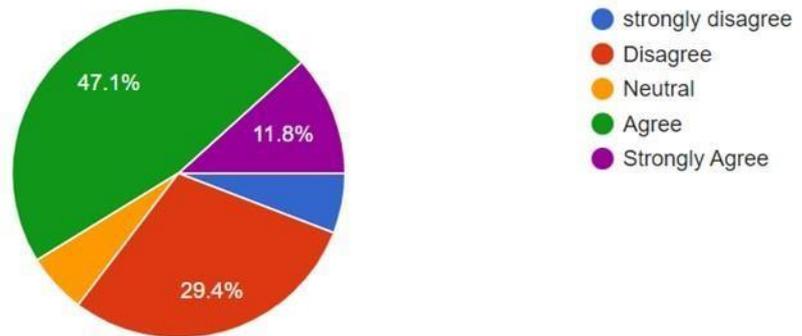
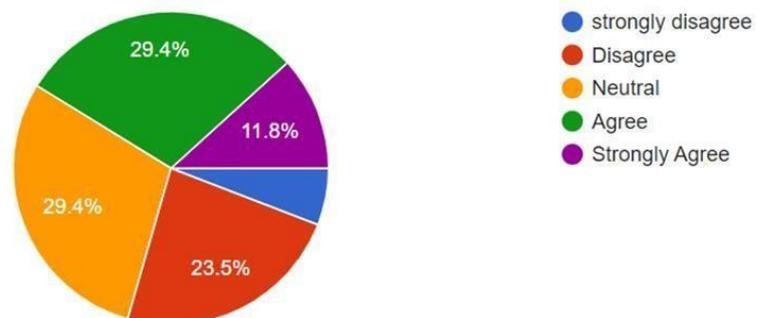


Table 7

I have a right to decide a certain number of preferences in advance of the work schedule (Saturday and Sunday)

17 responses



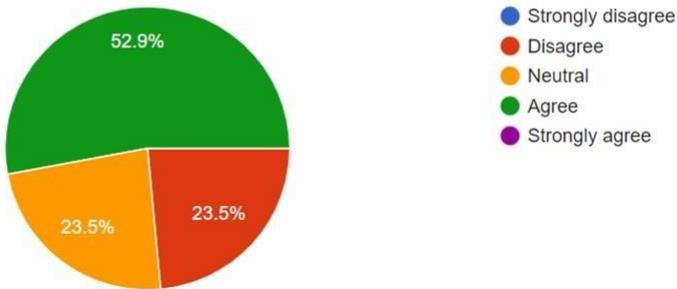
The ability of hospitality staff to choose a certain number of vacation days, including weekends, is the second indicator. The combined percentage for strongly agreeing and agreeing is 41.2% (41.2%).

The second signal is the hospitality staff's capacity to select a specific number of vacation days, including weekends. The combined percentage for strongly agreeing and agreeing is 52.5% (52.5%). Two percent (2%) disagree and strongly disagree, which strongly suggests that most hospitality staff now can select their days off from the work schedule. No one chose the other option.

Table 8

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

17 responses

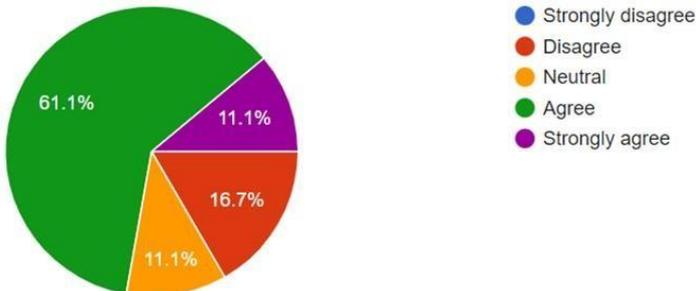


The fourth question concerns the order in which to manage everyday routine tasks. Most people can schedule their days at work. Even though many people continued to strongly agree, the final figure is 52.9%. Yet, as different people may interpret events differently, the interview could reveal further details regarding this explanation.

Table 9

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

18 responses



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

The last question may mandate overtime, or employees may decide they need to put in longer hours. Even though 70.6% of employees picked agree and strongly disagree, 11.8% chose the strongly disagree, while 21% selected the neutral stage. This demonstrates that most employees nowadays are capable of handling specialist task control.

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.

1. I believe that my employment has a detrimental impact on my emotional health.
2. I think my physical health is being negatively impacted by my employment.
3. In order to accommodate my needs in my personal life, I would like to have more control over my work schedules.
4. I believe that my work obligations conflict with my personal obligations.
5. I believe that my managers and/or supervisors make a good

I feel that my job negatively affects my physical health.

18 responses

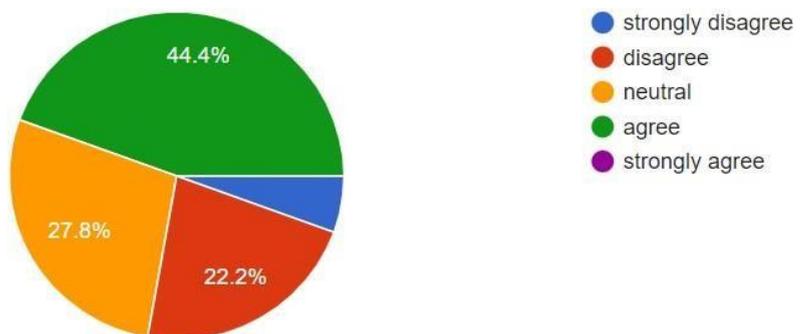


Table10

Table11

I feel that my job interferes with my personal commitments.

18 responses

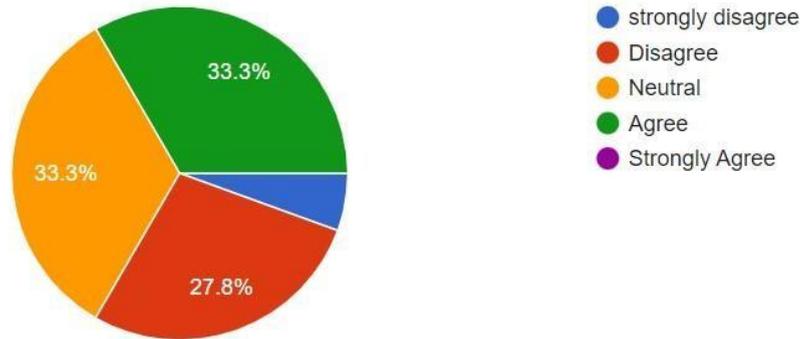


Table12

I feel that my supervisors or managers positively contribute to my work environment.

18 responses

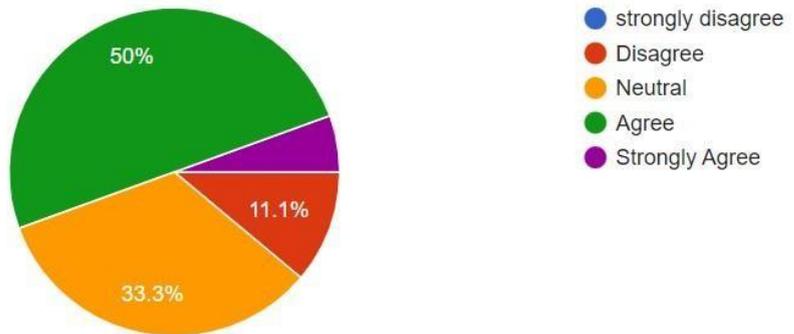


Table13

I feel that my job negatively affects my emotional well-being

18 responses

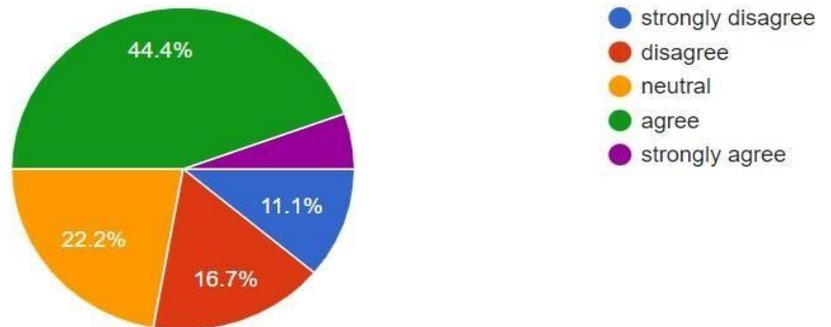
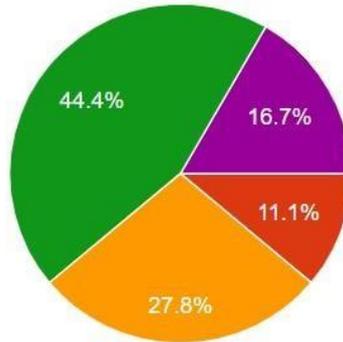


Table14

When I am home, I often spend time thinking about work.

18 responses



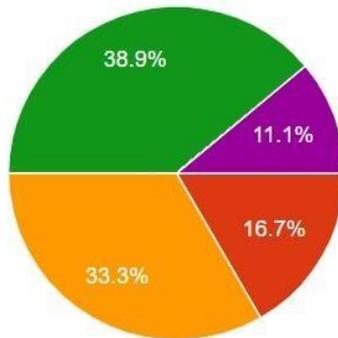
- strongly disagree
- disagree
- neutral
- agree
- strongly agree

Table15

11

Despite work on weekends or irregular work hours I fully manage personal relationships and activities

18 responses

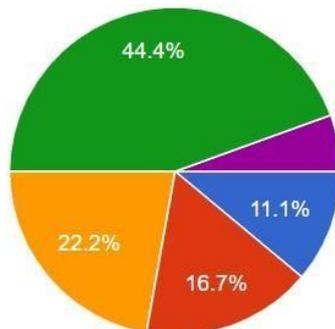


- strongly disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

Table16

I feel that my job negatively affects my emotional well-being

18 responses



- strongly disagree
- disagree
- neutral
- agree
- strongly agree

As was previously said, psychological well-being in terms of psychological stress is the key component in measuring the work-life balance. Hospitality staff employees interpret this in their feelings according to their rank.

The first question asks about emotional disturbances brought on by employment conditions; the general percentage of respondents who strongly agree or agree is around fifty-three (53%). Opposing options account for around 29.4% of the answers, the respondents do believe that their employment conditions have an impact on their mental wellbeing. This may indicate that workers view their working conditions as unfavorable and may need resource support. The working conditions for employees are still quite varied or unknowable in terms of emotional stress.

In response to the second question, which examined the relationship between employment and mental health, fifty-three (53%) respondents said they agreed, strongly agreed, or were neutral. Most workers claim that their workload did not considerably worsen their mental health, despite the need to improve the workplace environment. As a result, psychological status is still considered to be favorable. The unfavorable responses also draw attention to the fact that persistent standing and a demanding profession in the medical field frequently lead to specific somatic symptoms.

Furthermore, the third question makes it evident that everyone now plans to adjust the work schedule because the proportion is fifty-eight (58.8%). This conveys the crucial message that they are unhappy with how firms are currently managing work schedules.

The same result as the next question, explains how their job has interfered with their obligations outside of work because the percent is 39.4% agree and strongly agree and 35.3% strongly disagree and disagree. This is a strong sign that they have the flexibility to balance both work and personal commitments. The resources in the workplace also fully support resources outside of the workplace, complimenting one another to improve the living environment away from the workplace. Out of these 35.3% are neutral which means that things would be clearer in the personal interviews. The entire proportion, which includes a neutral rating for the supervisor's assistance, is about 53%, and most workers gave their managers positive ratings. The manager is currently helping them with work-related problems on the interference and psychological layers. They were fully collaborating with the team members in terms of dedication.

Over 64.7% of respondents said they still unconsciously think about work-related difficulties at home when this topic was given. Yet, depending on how the roles are defined and how various understandings are communicated, this may change. Also, it demonstrates that hospitality staff members think that their work-life balance is in some way impacted by work-home conflicts.

The high proportion was recorded, showing that modern Finnish hospitality staff were content with their working conditions and were able to manage their personal demands with relative ease. This gives people with psychological issues the good news about how to manage their time and tasks in the workplace today. Even though the two questions had different perspectives when compared to others, the findings showed the opposite conclusion. But the unresolved question will provide more specific answers to their thoughts in the chapter that follows. This decision may have been affected by the demands of the role and the amount of hospitality expertise at the time.

### **3.2 Semi-structured interview analysis**

For this study, the semi-structured interview method has been used. The major goal is to guarantee that flexible working arrangements play a substantial role while providing complete flexibility without placing any restrictions on interviewees' answers (Bryman, 1988). The study's findings also include the respondents' interpretations and their perceptions of freedom.

#### **3.2.1 The Positive relationship between job Autonomy and Psychological wellbeing**

According to the interviewee's statement, there is some correlation between personal attitude and logical responses when it comes to how to carry out the work through one's own self-decision-making.

Everyone who commented agreed that they thought self-influence gave workers the freedom to establish more pleasurable working conditions. According to this theory, job autonomy provides the inner layer with the energy to sustain employees' resources in the workplace and has a substantial impact on employees' psychological well-being off the job (Maione, 2022). This is consistent with how the survey's open-ended questions were answered. As a result, the quality of personal life was immediately impacted by this flexible work arrangement, which also stimulated positive states through the inner layer through the emotional energy transition. Widely held responder opinions are reflected in the instances below:

“Definitely a lot. The experience with the transition to autonomous list planning unquestionably expands our capacity to control our own shifts.....When it comes to coping, care must be given creating a healthy balance between work, play, and leisure-related duties, costs, and hobbies. .... Being bored with oneself in your free time is also not a good thing.” .... Code 2 # (4)

As a result, taking control of your work was seen as a coping mechanism for your personal life. The ability to balance interests and obligations outside of work appears to be important to respondents. In past research on the stress-relieving benefits of efficient scheduling (Maione, 2022) and the function of flexible work management in impacting individual mental and physical health by reaching the greatest human wants, namely self-actualization, this has been an important topic.

“Routines and other chores typically go well when there is a calm and focused attitude toward work. The worst thing about routines is too much automation of work, which raises the possibility of mistakes, therefore the mind shouldn't let itself fall into 'conveyor belt thinking' too much”. Code 1# (5)

The reply specifically mentions flexible work arrangements to lower the chance of mistakes in a variety of work contexts. This comment's advice is identical to that given above. The team's development can be successfully facilitated, and risk and errors can be greatly decreased by applying critical thinking and judgment to emergency handling in various urgent scenarios. In conclusion, improved psychological protection for employees through successful outcomes from staff care significantly influences hospitality staff well-being based on flexible working arrangements and simply improves the balance of work and personal life between each other. Another study linking job inflexibility and lack of job autonomy for hospitality staff lends credence to this (Robertson, 2018) Additionally, it is the direct cause of higher levels of working stress and error risk, which ultimately results in passive spillover from work life and the crucial significance of well-being in living situations. However, some of the following defenses were also made, for instance:

“My own decision-making, I believe, will facilitate, and streamline my work if I am confident in it. If I am uncertain once more, I will have to rely more on my coworkers, which will slow things down and cause me additional stress, especially on a busy day”. Code 5# (12)

Therefore, acquiring professional competency and abilities is the first step to becoming a qualified nursing employee. The loss of personal resources influences the individual condition if the capacity or capacities are insufficient to meet personal obligations in the workplace. The distinctive life quality may be impacted by injury (Robertson, 2018). Effective time management by employee-led will immediately boost the hospitality professional knowledge development in spare time, even though this is evolving to the department of nursing managers offering value to employee development. It significantly impacts patient risk management and the caliber of the work. These are the key traits that interact with one another (Barney & Elias, 2010).

The following leader has provided insight and emphasized the importance of encouraging job flexibility in the workplace, for instance:

“I believe that the work schedule should have as few restrictions as feasible. People differ, and highly varied shift patterns are viewed as relevant because of this. To put it another way, based on a person's ability, freedom of choice is significant. Because you are not putting pressure on those in their profession, they feel more at ease and are more inclined to show up for work. Even though they should always have enough backup support, taking on responsibility and being independent will help them feel like they are a part of the team and develop advanced nursing skills for the team. This has a positive impact on their emotional conditions. The arrangement must, however, consider all relevant factors, including the patient's and ward's overall state”....

Code number 5# (12)

There was a lot of evidence in this content from the interview date showing support for energy transformation related to flexibility and job autonomy. It is complemented to one another, and this is consistent with research linking work autonomy to resources that have a negative correlation with stress conditions and a positive correlation with psychological well-being, which will enhance the quality of work-life balance .

### 3.2.1 Psychological stress and effective time management

I then continue to investigate the impact flexible working hours and time management have on employees. Self-management and a flexible timetable are also discussed in the next response.

“It is possible to arrange the openings you require in the appropriate locations with self-management of the work schedule. Additionally, if you need more time to recover, like after working night shifts, that should be possible”. Code number # 6 (1)

Planning your workday in accordance with your physical condition successfully requires this care. Physical recovery takes time for everyone differently, especially for night workers. Emotions and physiological demands are directly impacted. Emotions and physiological requirements are immediately impacted. According to Chinese medicine, Qi is the life force present in the body and is responsible for a number of illnesses that affect the human body. The root of all physical and mental sickness is qi deficiency. Blood precipitation and the related blood clots will form in the human body if Qi and blood are insufficient. Long-term mental pressure, which finally results in varying degrees of disease, is the body's primary source of Qi and blood imbalance.

Clear attitudinal and behavioral correlations emerged when respondents were asked to characterize the effect of flexible work time on themselves (Robertson, 2018). Through a feeling-driven and willing approach, flexibility once more produced favorable states . Examples of common examples include:

“I can arrange my time according to the demands of my job and my family's needs while still managing other hobbies and maintaining a healthy lifestyle. When you have enough rest, you can work harder. For me, flexible work hours are best since they allow me to fully balance my personal and professional lives”. Code 6 #(2)

Regular working hours, competent supervision, and a positive work environment. When you get adequate rest and work during your most productive hours, you can work harder Code 6#(3)

Through helpful support and beneficial treatment, the respondents specifically consider pleasant working conditions and a positive work environment as the essential components of flexible working arrangements. This conclusion has been supported by a similar study, which normally indicates the stress associated with work-life balance . Since flexible employment arrangements promote good states, they have an impact on an individual's state of health(Robertson, 2018) .

According to this comment, independence, and a good work-life balance reduce friction and encourage workers to work more and be happy. Given that they were self-assured and delighted in their work, this viewpoint suggested that their working environment would improve the coherence of their work, supporting the work-life balance thesis. The findings of another study (Allan & Smith, 2005) indicated improvements in perceptions of support from managers and coworkers are connected with decreases in emotional weariness and fatigue served as further evidence of the significance of managerial support for employees. According to(Robertson, 2018) theories, flexible working offers proof that can lower workload and job intensity.

Additionally, it suggests that a productive workplace with flexible hours serves as a component of corporate management. Employees are happy at work while still pursuing a common goal because they are spiritually aligned with the corporate culture. This aspect serves to underline the fact that the team has positive resources in every position.

More spiritual freedom, a shared conviction, and ideals impacted by corporate culture, the allure of managers, and high energy are all part of this freedom of time at a level of consciousness (Employee Perceptions of Mental and Physical Health in the Workplace | Aetna International, n.d.). Then, two respondents stated that flexibility is the transition of energy:

“Those statutory recommendations for daily relaxation are not entirely new. Yes, there is background research data. If there is sufficient rest between shifts and the list is otherwise humane, it helps to cope”. Code number # 3 (1)

“Significantly. Those statutory recommendations for daily relaxation are not entirely new. Yes, there is background research data. If there is sufficient rest between shifts and the list is otherwise humane, it helps to cope”. Code number # 3 (6)

The good outcome of energy transportation is that a positive outlook will moderate the assistance accessible for other contacts or activities . According to(World Health Organization, 2022) , the main causes of psychiatric diseases are regular workload circumstances, time constraints, and job speed. In terms of conflict reduction in both psychological and physical conditions, as previously mentioned, the sufficiency of time utilization is based on the support of flexible work management, influencing the well-being as the fundamental aspects. However, if insufficient resources support one another, the psychological pressure will worsen the interferences with personal life . Once more, flexible management of the workforce provided the respondents with good values that tempered and alleviated the workload pressure between work and personal life.

## **4 Conclusion**

The goal of this study was to investigate the work-related resources in the workplace that affect operating work-life balance through psychological well-being in the hospitality industry, based on the working conditions of the example company. To put it another way, knowing the benefits of flexible work schedules in the workplace in terms of work autonomy and time management influences psychological stress, ultimately promoting well-being and improving the work-life balance for hospitality professionals. The answer will provide a path for an upcoming development in an experimental stage. The primary elements of a flexible work environment are job autonomy and time management, and psychological well-being should be researched as the primary component of work-life balance (Employee Perceptions of Mental and Physical Health in the Workplace | Aetna International, n.d.).

This study revealed that hospitality staff members had favorable attitudes and opinions toward using flexible working management in Finnish Hospitality settings. The study's main purpose and aim is to learn more about internal processes by examining existing employees' perceptions and feelings. The components of flexible working time arrangements function as an internal resource to advance workplace conditions and, as a result, have an impact on how people's physical and mental health is related to their living and working environments.

### **4.1 Reliability and Validity**

A crucial component of determining if a technique is valid is determining how reliable the measurement method is. However, the usefulness of its reliability is greatly diminished when the measurement of the actual situation is flawed. For qualitative surveys, however, it's crucial to apply accurate measuring techniques (Factors Affecting Information Collection : Accuracy, n.d.). The main issues are the research's validity and dependability in light of its exploratory nature. The most important factor in the exploration process is a high degree of validity and authenticity of confidence in the reliability of the data collected since the results give the use and application of a solution to a genuine problem

As a single component of this study, the author conducted open-ended interviews, employee and employer perspectives, and surveys. To put it another way, each person's viewpoint was presented. Considering this, neither the leaders nor the employees are the ones who communicate their views from their points of view. As a result, the study's validity can be trusted. The research's findings also support the generalization that flexible working arrangements are a crucial factor in achieving work-life balance and the well-being of hospitality staff (Factors Affecting Information Collection : Accuracy, n.d.).

#### **4.2 How to improve work-life balance through the experience of psychological well-being of workers at Radisson Hotel?**

More specifically, the positive outcome of respondents' unrestricted beliefs that workplace resources like flexible time schedules are a requirement to develop professionalism in hospitality and should be supported. This depends on various emergency situations that need the use of self-supervision, thinking, judgment, and case-handling skills, all of which effectively encourage the improvement of treatment quality and considerably reduce the likelihood of risk errors. A relative decrease in work obligations is connected with appropriate leisure time, and both physical and mental health are negatively correlated with it. The interview subjects also provided a clear personal assessment of the study.

To deliver a high-quality service to the working environment and personal conditions, a strong working environment with many resources is required. For instance, it implies that encouraging resource complementarity at work can support harmony in the workplace, enhance the standard of an individual job, and improve the environment of the outside personal conditions. This phenomenon enhances people's quality of life outside of the workplace (Rajgopal, 2010). A strong workplace with lots of resources is needed to provide a high-quality service to both the working environment and personal situations. It is suggested, for instance, that promoting resource complementarity at work can foster harmony in the workplace, improve the standard of individual work and improve the feel of the outside environment. This phenomenon enhances the quality of people's non-work life.

### 4.3 What elements have an impact on the balance—both adversely and favorably?

Regardless of aptitude or circumstance, most of the interviewees in this study thought that psychological resources are a good supplement to and support internal kinetic energy. A healthy physical and emotional state makes it easier to identify and address patients' issues at work, which lowers medical accidents. Giving hospitality employees a sufficient system of resources, freedom in time management, and a job economy in the form of a working environment gives a positive position, which influences the well-being of psychological and psychical conditions and improves the working-life balance for hospitality employees (World Health Organization, 2022)

It is clear that the existing employees are adequately supported and have a very high happiness rating based on the degree of autonomy and free time arrangement. Recent comparative research has demonstrated that employees have greater authority the higher their professional autonomy score is. The reason could be that Finnish employees have higher levels of responsibility, autonomy, and decision-making. This idea is connected to the incubator-oriented culture style that emphasizes the service-led culture explicitly indicated by equality in any situation, specifically by Trompenaars point of view regarding the type of individual fulfillment in one's organization and the type of culture that is characterized by the equality in any circumstances.

According to a recent survey, those who are physically healthier and more resilient in the face of adversity also have immune systems that are stronger. Even happier people live longer. Studies have specifically demonstrated the connection between pleasant moods, positive self-perceptions, and outcomes for one's physical and mental health (Employee Perceptions of Mental and Physical Health in the Workplace | Aetna International, n.d.). Some psychologists have proposed that one's cognition, consciousness, or beliefs are crucial for determining one's mental health.

More important is the growth of the soul and body, or the energy of love in consciousness. Due to its intangible contributions to bolstering everyone's confidence, the team's aim in the organization, which acts as its center point, is an unstoppable force in the workplace. This notion serves as the cornerstone of Mr. Inamori Kazuo's management philosophy.

## 5 Discussion

This chapter will wrap up this thesis and include recommendations, ideas for additional research, and an update on the author's learning progress. The goal of this study was to investigate the work-related resources in the workplace that affect operating work-life balance through psychological well-being in the hospitality industry, based on the working conditions of the example company.

The primary question for the study was :

What the state of artwork life balance of the hospitality industry workers at Radisson hotel is and how it could be improved ?

In conclusion, respondents indicated a favorable attitude towards the overall percentage of job autonomy and time management in the flexible working arrangement. The high-level percentage was revealed, and it shows that current Finnish hospitality workers are happy with their working conditions and manage their life demands very well. (Decision-Making Methods for the Workplace | Indeed.com, 2019) . This gives positive signs for psychological disorders referring to their job control and time management in the current working environment.

The decision to allow for flexible working hours was received well by the participants and had a beneficial impact on their lives. Employees believe that those who have an advantage in one resource will also have a comparable advantage in other resources.

These resources appear to complement one another and advance one another. Energy transmission is successful when there is enough energy and a positive mood to moderate the assistance available for other contacts or tasks . According to , the main causes of psychiatric diseases are regular workload circumstances, time constraints, and job speed. In terms of conflict reduction in both psychological and physical conditions, as previously mentioned, the sufficiency of time utilization is based on the support of flexible work management, influencing the well-being as the fundamental parts.

## 5.1 Recommendation

Researchers are urged to investigate the reasons behind and consequences of particular national origins on how work-life balance and individual roles interact in businesses, with a focus primarily on gathering information from those with particular elements. Flexible working arrangements are effectively supported by business policies, while certain corporate cultures do not fully embrace and endorse this. One analysis of the literature demonstrates how common environmental and cultural factors may affect hospitality personnel' professional autonomy .

Flexible work schedules have been linked to increased work-life conflict and an adverse work-life balance, according to one study. For instance, schedule flexibility is positively correlated with greater levels of family-work conflict , according to research . Hence, it is important to take into account how decision-making at work and flexibility are understood in various cultural situations. Yet, a crucial factor is that due to individual differences in ethnicity, culture, and upbringing, not everyone prioritizes work and personal life equally. This has a subjective component. The requirements of people and practical applications, however, form the basis of all processes and adjustments. According to the law of gravity, a genuinely world-class corporate culture will inevitably absorb the energy of the same carrier for integration (Top 5 Cultural Issues in Workplace Environments: Identify and Prevent Them, n.d.)

## 5.2 Further Research

Work-life balance is a continually expanding problem due to the working world's and the workplace's rapid change. Companies are under increasing pressure to address employees' demands and guarantee their well-being at work. The younger generation in the workforce is prepared to uphold their ideals and expectations. The expectations of the youthful workforce and what businesses may do to meet those expectations need to be better understood.

For instance, HR employees in large companies that hire young talent could offer insightful information about how businesses handle requests and expectations from customers. Data gathered could be compared with "reality" in many businesses. An essential comparison study would involve examining the real elements that have an impact on employee well-being.

A larger sample size that included employees from other hotels in addition to those in Finland would provide a clearer and more accurate picture of the situation. The nationality question was not addressed since it was deemed unnecessary at the time, even though it would have helped to connect cultural backgrounds to potential differences in expectations. Additionally, it was noted that some respondents selected multiple factors, both positive and negative, as a result of survey flaws. It caused some results that could have been avoided to be inaccurate.

Although pursuing a longitudinal study of this kind would be appealing, it might be very challenging to reach the same people.

### **5.3 Learning and development**

This thesis's subject has been fascinating. The author gained a lot of knowledge regarding work life balance in the hospitality sector as well as many perspectives from various points of view during this process. The author's understanding and knowledge of the subject were improved by the literature research, while the author's understanding of the current perspectives of female leaders in the hospitality sector was aided by the interviews.

Additionally, while writing my thesis, I expanded my knowledge and abilities. When preparing a master's thesis, time management is crucial. The author established several deadlines at the very beginning of this process. However, finishing on time wasn't always possible because of other classes in the first period. The author spent longer than anticipated developing the theoretical framework. Although reading and writing were initially difficult tasks, the author was able to establish a number of deadlines that were met. In this procedure, the author had a strong sense of motivation and knew how to prioritize. As a result, the author thinks that time management, reading, and writing skills are necessary.

A lot of new information was gathered over the process of writing this thesis, which resulted in the development of new viewpoints while also confirming earlier ones. Additionally, the author will benefit from this research as well, particularly if she hopes to pursue a job in upper management.

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## 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  
Do you have dependents living with you? Yes / No
3. 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

### Perceived job autonomy

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

1. The position affords me a great deal of independence and discretion in how I carry out the task.
2. I have enough options to choose to pick to advance my professional abilities.
3. The company's policies and procedures have a big impact on how the task is carried out on a daily basis.
4. When I request my holidays in advance, I can simply receive them.
5. My level of control over my work is sufficient.

### Time flexibility

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

1. My job hours and days are consistent from week to week.
2. Prior to the work schedule (Saturday and Sunday), I have the ability to choose a certain number of choices.
3. I have enough control over the shift's break periods.
4. I can choose the order in which tasks are completed as part of my daily work routine.
5. I can choose not to work more hours or overtime.

### 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.

1. I believe that my employment has a detrimental impact on my emotional health.
2. I think my physical health is being negatively impacted by my employment.

3. In order to accommodate my needs in my personal life, I would like to have more control over my work schedules.
4. I believe that my work obligations conflict with my personal obligations.
5. I believe that my managers and/or supervisors make a good

#### Appendix 2. Semi-structure interview questions with English versions

##### Semi Structured Interviews

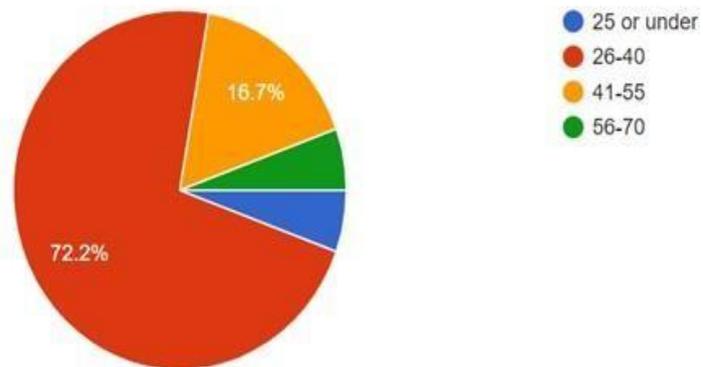
1. How can the emotional impact of your work-life satisfaction (self-work management) management on your personal life?
2. How do stressful situations in your personal life affect the emotions you feel about your job?
3. How do you manage your daily tasks with success? (In general, particularly with regard to time management and personal job control)?
4. How do you think completing the task independently will lessen your personal stress levels?
5. What criteria do you use to balance your personal life? (In general, as well as with regard to time management and job control)?
6. What does your work schedule seem like from your perspective in terms of lowering your emotional stress (please describe and give specific examples, etc.)?
7. What do you emphasize as being important? What aspects of your working environment (your daily routine) might have a good or negative impact on how much psychological stress you experience in general life?
8. How will your ability to manage your work schedule affect your plans for your personal life?
9. How does your three-shift job stress decrease as a result of the work schedule arrangement?

## List of Tables

Table 1. Background information of the respondents

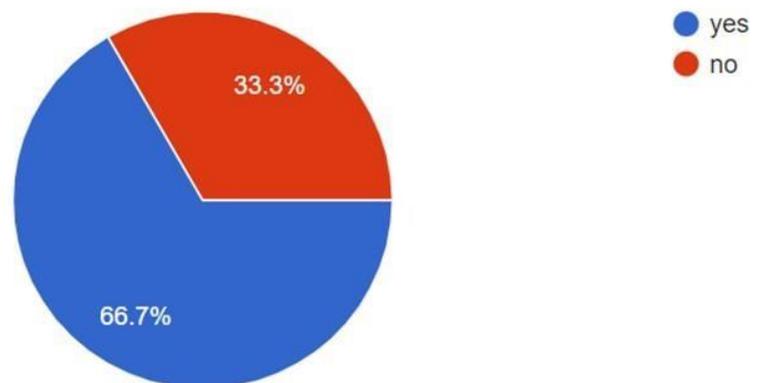
## Age

18 responses



## Do you have any dependents living with you

18 responses



How long you have been employed in the current organization ?

18 responses

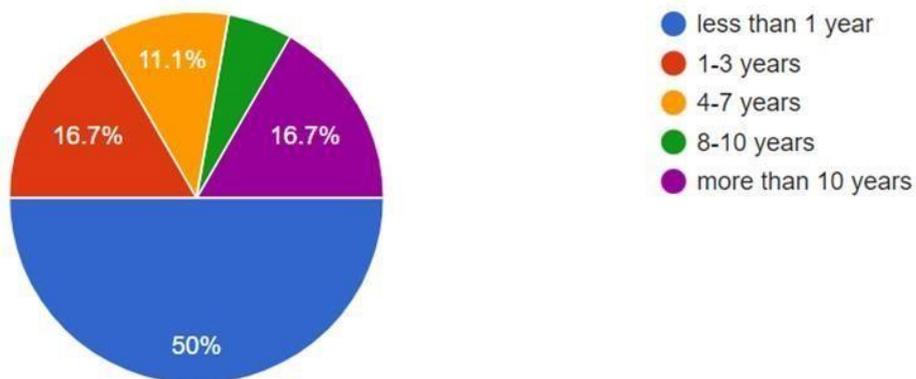


Table 2 Responses of The Candidates

C5    26-40

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Timestamp	Email a	Age	Are you	Do you	How long you h	I feel that my jo	I feel that my j	I would lik	I feel that n	I feel that m	When I am	Despite worl	I have prec	I have a rig	I have su
2	05/03/2023 11:00:31		26-40	no	no	less than 1 yea	agree	agree	Agree	Neutral	Neutral	agree	Disagree	Agree	Neutral	Disagree
3	05/03/2023 11:09:23		26-40	no	no	1-3 years	strongly disagre	agree	Agree	Agree	Agree	agree	Disagree	Neutral	Neutral	Disagree
4	05/03/2023 14:06:22		26-40	no	no	4-7 years	strongly agree	disagree	Disagree	Disagree	Agree	agree	Agree	Disagree	Agree	Agree
5	14/03/2023 18:15:31		26-40	yes	yes	less than 1 yea	agree	neutral	Neutral	Disagree	Neutral	neutral	Agree	Disagree	Disagree	Neutral
6	16/03/2023 16:28:08		26-40	yes	yes	1-3 years	disagree	agree	Agree	Agree	Agree	agree	Agree	Agree	Agree	Agree
7	16/03/2023 16:59:16		26-40	yes	yes	less than 1 yea	disagree	disagree	Neutral	Disagree	Agree	neutral	Strongly Agr	Strongly A	Strongly A	Strongly
8	16/03/2023 19:00:06		26-40	yes	yes	less than 1 yea	agree	neutral	Strongly A	Agree	Neutral	strongly agr	Neutral	Disagree	Strongly A	Strongly
9	20/03/2023 17:09:51		26-40	no	no	less than 1 yea	agree	agree	Agree	Neutral	Disagree	agree	Neutral	Disagree	Disagree	Agree
10	22/03/2023 15:49:11		26-40	living w	yes	less than 1 yea	neutral	disagree	Disagree	Disagree	Agree	disagree	Strongly Agr	strongly di	Agree	Neutral
11	22/03/2023 17:31:37		26-40	no	yes	1-3 years	agree	neutral	Neutral	Neutral	Neutral	agree	Neutral	Agree	Neutral	Agree
12	22/03/2023 17:55:48		26-40	yes	yes	less than 1 yea	neutral	agree	Agree	Agree	Neutral	disagree	Disagree	Disagree	Disagree	Disagree
13	22/03/2023 17:57:50		25 or under	no	yes	less than 1 yea	disagree	disagree	Agree	Neutral	Agree	strongly agr	Neutral	Agree	Neutral	Neutral
14	22/03/2023 18:03:52		26-40	no	yes	4-7 years	agree	agree	Agree	Agree	Neutral	strongly agr	Neutral	Agree	Disagree	Agree
15	22/03/2023 18:14:50		41-55	yes	yes	8-10 years	strongly disagre	strongly disagr	Agree	strongly dis	Strongly Ag	neutral	Agree	Agree	Agree	Agree
16	22/03/2023 18:26:41		41-55	yes	no	more than 10 y	neutral	neutral	Agree	Disagree	Disagree	neutral	Agree	Strongly A	strongly di	Agree
17	22/03/2023 18:34:02		56-70	yes	yes	more than 10 y	agree	agree	Neutral	Neutral	Agree	agree	Agree	Agree	Agree	Agree
18	22/03/2023 18:35:38		26-40	yes	yes	less than 1 yea	agree	agree	Neutral	Neutral	Agree	agree	Neutral	Agree	Neutral	Agree

Codes	Including info
Self-management	Work related emotion can affect personal life
Work schedule arrangements	Negative perspectives and positive aspects
Job Autonomy	How does it reduce your personal stress?
Balance in personal life	Helpful or not Opportunity or not
Self-decision	Whether it exist or not
Mentoring and support	How is it relevant to reduce your emotional stress?

Codes	Summary
Self-Management (1)	<p>“self-management help me cope better with daily routine.”</p> <p>“I never had any self-management issues at the front office, or in my life” (Interviewee 1)</p> <p>“I am verbally a very strong women, and therefore I like to plan my day (Interviewee 2)”</p> <p>“Us women can reach the top, we might need to work a little bit harder for it, but it is possible!” (Interviewee 3)</p> <p>“self-management has a big change the last 10 to 15 years. (Interviewee 4)</p> <p>“Routines and other chores typically go well when there is a calm and focused attitude toward work. The worst thing about routines is too much automation of work, which raises the possibility of mistakes, therefore the mind shouldn't let itself fall into 'conveyor belt thinking' too much”.(Interviewee 5)</p>
working schedules arrangements (2)	<ul style="list-style-type: none"> <li>• Helps me stay focused at work (Interviewee 8)</li> <li>• I can manage my personal life well and not thinking about work all the time (Interviewee 1)</li> <li>• I like to work harder when I have flexible work arrangements (Interviewee 2)</li> <li>• I like to work independently (Interviewee 11)</li> <li>• I can customize my work and (Interviewee 12)</li> <li>• I can manage my family life with my work life (Interviewee13)</li> <li>• I don't like erratic work schedules (Interviewee 14)</li> <li>• I am tired of being micromanaged (Interviewee 15)</li> <li>• I have respect for my company because it gives me flexible work time schedule (Interviewee5)</li> <li>• I want more control over my schedule (Interviewee17)</li> <li>• Everyone wants to be good fit for the organization 18</li> <li>• interval and flexible work time schedule helps a lot (Interviewee)</li> <li>• I don't like being called to work at odd hours(Interviewee)</li> <li>• flexibility and work help me focus on my health more</li> </ul>

Job Autonomy (3)	<ul style="list-style-type: none"> <li>• “Helps me find my own creative solution (Interviewee1)</li> <li>• “Helps me in building trust with the company (Interviewee 2)</li> <li>• “I have been able to achieve organizational goals in a way that benefits both the company and the organization” (Interviewee 3)</li> <li>• “I can make my own decisions without direction from others” (Interviewee 4)</li> <li>• “If a person feels empowered to make decisions on their own, they are more likely to be happier at work and less stressed overall desires and motives” (Interviewee 5)</li> <li>• “Helps me to achieve my goals” (Interview 8)</li> <li>• “Gives me the freedom to make my decisions” (Interviewee 12)</li> <li>• “Help me in giving feedback and open communication” (Interviewee 14)</li> <li>• “Giving employees the freedom to work and decide what suits them best” (Interviewee 15)</li> <li>• “The traditional roles, such as sales and marketing, are occupied by women” (Interviewee 16)</li> <li>• “Definitely a lot. The experience with the transition to autonomous list planning unquestionably expands our capacity to control our own shifts..... When it comes to coping, care must be given to creating a healthy balance between work, play, and leisure-related duties, costs, and hobbies”(interviewee 7)</li> </ul>
Balance in personal life (4)	<ul style="list-style-type: none"> <li>• The traditional roles, such as sales and marketing, are occupied by women (Interviewee 1)</li> <li>• “I think that gender inequality can also come due to differences sent cultures” (Interviewee 2)</li> <li>• “I had once, where I was feeling less powerful, because of my gender” (Interviewee 11)</li> <li>• “As women, you will always be treated differently as women” (Interviewee 8)</li> <li>• “In an upper management position, it is not about being casual to your employees, you often need to be tougher, and business” (Interviewee 9)</li> <li>• “I was once disadvantaged because of my gender, as I wanted to grow within the company, however, I could not because my boss thought I would get children” (Interviewee 15)</li> </ul>

Self-decisions (5)	<ul style="list-style-type: none"> <li>• “In my organization, I believe I am respected for giving feedback, we have very understood in management” (Interviewee 1)</li> <li>• “ If a person feels empowered to make decisions on their own, they are more likely to be happier at work and less stressed overall” (Interviewee 2)</li> <li>• “I do not believe we are an organization where we can take self-decisions and also there is inequality more for men, as almost all upper management positions are occupied by       <ul style="list-style-type: none"> <li>○ women” (Interviewee 3)</li> </ul> </li> <li>• “I think it is important to have the freedom to make our own days of working in our organization, and currently we do have” (Interviewee 10)</li> <li>• “My own decision-making, I believe, will facilitate and streamline my work if I am confident in it. If I am uncertain once more, I will have to rely more on my coworkers, which will slow things down and cause me additional stress, especially on a busy day”       <ul style="list-style-type: none"> <li>○ (interviewee 12)</li> </ul> </li> <li>• “I believe that the work schedule should have as few restrictions as feasible. People differ, and highly varied shift patterns are viewed as relevant because of this. To put it another way, based on a person's ability, freedom of choice is significant. Because you are not putting pressure on those in their profession, they feel more at ease and are more inclined to show up for work positive impact on their emotional conditions. “(interviewee 13)</li> <li>• “If I get enough applicants for a job, I will look into the de- apartment, to see how flexible we have days to work, and I would rather go for the gender that is in the minority” (Interviewee 8)</li> <li>• None of the organizations has any policy or regulation to strive for gender equality. (Interviewee 13)</li> <li>• “Everyone with a strong case needs to build up a story, will get a chance in our organization, gender is a non- existing factor for us” (Interviewee 14)</li> <li>• “Our management is mainly dominated by women, not for any specific reason, it just grew that way” (Interviewee 12)</li> <li>• “We also try to look where we employ our employees, cause on events with alcohol involved or lots of men, we are more likely to put a man on shift than a woman, this is to make sure that they cannot get the opportunity to be discriminated on the work floor” (Interviewee 9)</li> </ul>
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<p>Phycological stress and time management (6)</p>	<p>“It is possible to arrange the openings you require in the appropriate locations with self-management of the work schedule. Additionally, if you need more time to recover, like after working night shifts, that should be possible” interviewee (1)</p> <p>“I can arrange my time according to the demands of my job and my family's needs while still managing other hobbies and maintaining a healthy lifestyle. When you have enough rest, you can work harder. For me, flexible work hours are best since they allow me to fully balance my personal and professional lives”.( interviewee 2)</p> <p>Regular working hours, competent supervision, and a positive work environment. When you get adequate rest and work during your most productive hours, you can work harder.... (interviewee 3)</p> <ul style="list-style-type: none"> <li>• I have predictable working days and hours from week to week. (interviewee 4)</li> <li>• I have a right to decide a certain number of preferences in advance of the work schedule (Saturday and Sunday). <ul style="list-style-type: none"> <li>○ (interviewee 5)</li> </ul> </li> <li>• I have sufficient control over the break times during the shift.(interviewee 6)</li> <li>• The job allows me to decide on the order in which things are done on a daily work routine. (12)</li> <li>• I do not have to work overtime or work extra unless I want. (17)</li> </ul>
	<ul style="list-style-type: none"> <li>• For some jobs we just do prefer men, whereas women may be less safe or comfortable for a job such as night manager, however, if women would apply, and have the right qualities we would hire her” (Interviewee 12)</li> </ul>

Management mentoring & support (6)	<p>None of the interviewees described mentoring as vital, but everyone recognized its value.</p> <p>"A university offered me a mentoring scheme, which I accepted to participate in. Therefore, we got together once a month with only girls to study new things. The mentor programs, provided by various female leaders from various industries, were very beneficial for learning new techniques and how to manage and communicate with people. You would work in groups to see different perspectives.</p> <p>(Interviewee 1)</p>
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	<p>"Mentoring would have aided me in my career since it would have simplified it a bit, but at the time that mentoring would have been useful for me, it did not yet exist. Although learning new things is always a good idea, if it had been possible, I would have done it." (Interviewee 2)</p> <p>"Now that my current manager is also my mentor, he constantly pushes me to learn new things and is always proving herself" (Interviewee 3)</p> <p>"Since the world of today is so reliant on technology, that is also where we can find mentoring options, without having an actual mentor," said one person. According to the interviewers, a networking event is beneficial but not essential. (Interviewee 13)</p> <p>"I met a lot of interesting people at network events, but I don't really see it as being that useful." (Interviewee 31)</p> <p>"At the start of your profession, when you go to advertise yourself and profile yourself, it is crucial to do so. Because it frequently depends more on who you know than what you know. (Interviewee 17)</p> <p>Since networking is not necessary in our family business, I have never gone to one. Our large family means that gatherings are already viewed as networking opportunities. (Interviewee 18)</p>
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### Appendix 3. Abstraction process

“I never felt any flexibility at the workplace “	Time Flexibility and job Autonomy	Work Life Balance
“I never had time flexibility issues in my career “		
“I do feel discrimination during different moments “		
“I had once, where I was feeling less powerful, be- because of my gender “		
Was always appreciated by them		
“A lot of people have the misconception that women cannot drive hard negotiations “		
“I never experienced direct disadvantaged because of work timings”		
“My work schedule helps me manage my family”	Work Schedule and resource management	
“My workplace is resourceful and helpful”		
“I believe that the supervisors are very helpful in supporting and arranging the right work schedule		
”I believe that managers who are resourceful are more respected and recognized management “2”position		
“Women are often recognized in their management positions; this means that the decisions or opinions they have are all respected “		
“The managers are resourceful and have more empathy, which I believe is an advantage for staff “		

