Impact of use of LINE application on employees' satisfaction and work life balance in broadcasting organization employees in Thailand

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ABSTRACT

This research aimed to explore how employees' satisfaction levels are affected by their use of the LINE application in terms of efficiency and work-life balance. It also sought to compare satisfaction with LINE- efficiency, and satisfaction with Work-Life Balance among respondents who have different ages, gender, marital status, and organizational type. This study utilized a quantitative cross-sectional research approach and gathered data from 309 randomly selected employees at the National Broadcasting Services of Thailand (NBT) and ONE31 Company Limited. Data collection involved using a structured survey questionnaire as the main research instrument. The statistical analysis methods included mean, standard deviation (S.D.), t-tests, One-way ANOVA tests, and Multiple Linear Regression analyses. The results revealed that activities related to knowledge sharing and social interactions were the main factors influencing employee satisfaction with the efficiency of LINE application. In addition, marital status emerged as the key factor affecting satisfaction with work-life balance among employees. The results also point out that demographic factors were not affecting satisfaction with LINE efficiency.

INTRODUCTION

Effective communication is crucial for organizational efficiency and goal achievement (Aris et al., 2023; Zhang, 2023). Stich (2020) observed that inadequate communication can result in substantial financial losses, averaging $37 billion per year for companies (Grossman, 2011). Consequently, modern organizations are improving commu-nication by leveraging technological advancements to optimize workplace interactions. Instant messaging (IM) has become integral in this evolution, allowing employees to communicate efficiently across diverse locations and time zones. Furthermore, IM platforms facilitate collaboration through various features that promote teamwork.

The adoption of IM platforms in professional environments is increasing, with organizations employing popular applications such as Messenger, WhatsApp, Snapchat, Telegram, WeChat, and LINE to foster employee engagement, knowledge sharing, creative-

ty, and customer support (Koffer et al., 2014). LINE, in particular, has gained significant prominence in Thailand, boasting 54 million active users (Leesa-Nguansak, 2024).

LINE's popularity can be attributed to its intuitive interface and multifunctionality, supporting both personal and professional correspondence (Digital Business Lab, 2022), with features that support collaboration and team interactions (Mishra et al., 2014). Its prevalence in Thailand underscores the growing importance of IM tools in professional settings, demonstrating how organizations utilize technology to improve communication and productivity.

As LINE continues to gain traction, it presents both opportunities and challenges for organizations seeking to balance effective communication with employee well-being (Indrayani et al., 2024). This is particularly evident among workers in broadcast and media organizations. Both public and private broadcasting entities operate under unique constraints that shape their communication dynamics and workflows. These organizations must manage daily tasks, procedures, and media projects while sustaining 24-hour programming schedules, necessitating constant coordination among team members and stakeholders (Shiva, 2018). Within this demanding environment, government and private broadcasters face different challenges.

For example, government broadcasters adhere to strict regulations and fixed schedules, often facing budget constraints that may hinder rapid technological adoption (Garnett et al., 2008). This can impact their ability to implement new communication tools efficiently. In contrast, private broadcasters operate in a more dynamic environment, prioritizing financial performance and audience ratings. They typically have greater flexibility in resource allocation for technology and are more inclined to adopt new tools like LINE rapidly (Samuelson & Björk, 2014). These differences in organizational structure and priorities likely influence LINE's implementation and usage in each sector, potentially affecting employee satisfaction and work-life balance. The adoption of communication tools like LINE can significantly impact how organizations manage their round-the-clock operations and team coordination, ultimately shaping their ability to meet the demands of continuous broadcasting.

The work culture also differs between these sectors, influencing how employees perceive and use communication technologies like LINE (Davies, 2015). Government organizations might have more formal communication protocols, while private sector companies may encourage more informal and rapid communication (Garnett et al., 2008). This difference in communication styles and technological adoption rates can significantly impact employee satisfaction and work-life balance.

In addition, Weber and Kosterich (2018) highlighted that broadcasting professionals often face dynamic work environments with frequent job changes and tight deadlines, which may influence how employees use communication tools like LINE and perceive work-life balance. The demanding nature of broadcasting work underscores the importance of effective communication tools and policies that support employee well-being. Prioritizing employee well-being is essential to enhance dedication and job satisfaction, positively influence organizational behavior (Widyastuti & Wahyuningsih, 2024), reduce turnover

(Kossek & Ozeki, 1999), and minimize absenteeism (Raja et al., 2023). Therefore, this study investigates how LINE usage affects employee satisfaction in broad-casting organizations, focusing on its effectiveness and impact on work-life balance.

The computer-mediated communication (CMC) interactivity model (Lowry et al., 2009) is suggested for evaluating satisfaction with LINE efficiency, while work-life balance strategies are utilized to assess employee well-being. Additionally, the study incorporates variables such as gender, age, and marital status to investigate their potential effects on satisfaction levels, as the results remain inconclusive (Pace & Sciotto, 2021). These demographic factors were included in the research due to their uncertain influence.

LITERATURE REVIEW

Concepts of employee satisfaction

Employee happiness, also known as job satisfaction, is a multi-faceted concept that takes into account psychological, physical and environmental elements affecting an individual's overall happiness at work (Hoppock, 1935). It involves evaluating different aspects of the job and workplace environment and can be gauged through feelings of contentment or positive outlooks (Dello-Russo et al., 2021). Job satisfaction can be categorized into emotional, cognitive and evaluative components (Otterbring et al., 2021). Elements such as salary, company policies and benefits play a role in determining satisfaction levels, which result from both emotions and logical evaluations (Luthans et al., 1985). Job satisfaction is a per-sonal experience that may not always be easily observable or quantifiable (Locke, 1976).

Factors influencing employee satisfaction

To ensure employee happiness, there are two key factors that play a role in their satisfaction; intrinsic and extrinsic aspects (Riasat et al., 2016). Intrinsic factors revolve around personal sentiments towards the job, while extrinsic factors are influenced by external conditions like the workplace environment. Feeling accomplished, receiving feedback and having opportunities for growth are part of intrinsic motivation. On the other hand, extrinsic motivation is tied to company policies, working conditions, salary levels and job security (Edrak et al., 2013). Furthermore, Mullin and Hogg (1999) identified five elements contri-buting to employee happiness: personal traits, social interactions, cultural influences organizational factors and environmental effects. To boost employee contentment and drive, it is advised that organizations concentrate on internal aspects.

Connection between communication technology, employee well-being and employee satisfaction

Good communication plays a vital role in the success of businesses, facilitating connections, strategic planning and task coordination (Robson et al., 2006). The advancement of communication technology has transformed how managers and employees collaborate, which encourages flexibility in the workplace (Winarso, 2018). However, the constant need for immediate responses can result in fatigue and burnout, and this impacts job satisfaction (Ninaus et al., 2021). Digital communication has the potential to disrupt the balance between work and personal life, increasing the likelihood of burnout. Throughout the pandemic, heavy reliance on digital interactions has contributed to employee dissatisfaction. It is important for companies to implement policies that support a healthy equilibrium between work and personal life in today's work environments characterized by constant connectivity (Dewe et al., 2010).

Computer-mediated communication interactivity model

CMC Interactivity Model

Satisfaction and its elements play a vital role in how people perceive and utilize information systems (Briggs et al., 2008). Research indicates that satisfaction influences people's inclination to keep using online services (Liao et al., 2007). The computer-mediated communication interactivity model (CMCIM) delves into the impact of interactivity and communication quality on satisfaction levels, influencing attitudes towards work and team performance (Lowry et al., 2009). Process satisfaction contributes to better group decision making and the adoption of technology within larger group environments.
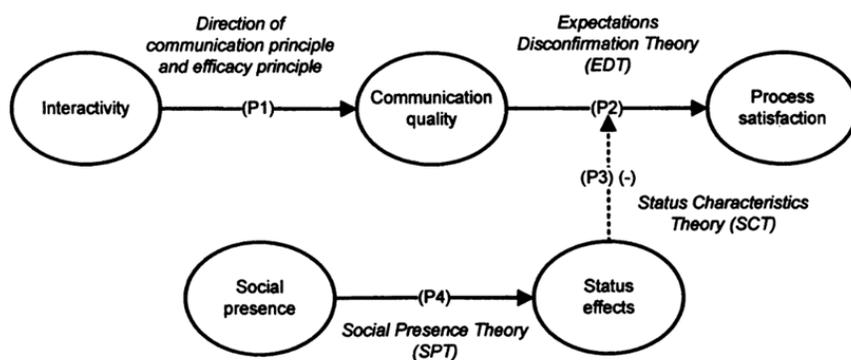

Figure 1. CMC Interactivity Model (CMCIM) (adapted from Lowry et al., 2009)

Figure 1 shows the CMCIM, emphasizing how interaction plays a crucial role in enhancing communication quality (CQ). Increased interaction levels result in improved CQ, as outlined in interpersonal interactivity theory. Moreover, as CQ gets better, process satisfaction (PS) also increases, as per expectation disconfirmation theory. Status effects, influenced by social presence, impact the connection between CQ and PS. Research conducted by Lowry et al. (2009) revealed that digital communication tools like a remote device enhance interactivity compared to face to face discussions. This finding supports the idea highlighted in the CMCIM regarding the importance of technology in fostering interaction.

Key Factors Influencing Process Satisfaction

Interactivity, communication quality, status effect and social presence

This research delves into the technological elements that play a role in the perceived level of interaction in online communication settings. The perceived level of interaction comprises active participation, reciprocity and synchronization (Lowry et al., 2009). Communication effectiveness is gauged through the openness of communication, efficiency of discussions and effectiveness of task related discussions (Lowry et al., 2009). The quality of communication is influenced by the extent of interaction, which in turn affects satisfaction with performance outcomes. Social status dynamics can impede open communication and collaboration by eroding the feeling of psychological safety within a group (Zhang et al., 2007). Social presence in virtual discussions pertains to how individuals perceive and connect with one another, impacting social status; however, anonymity can foster increased engagement and foster a sense of equality among group members. Limiting personal information shared online can reduce the influence of social status on online interactions (Hollingshead, 1996). Nonetheless, differing levels of social standing may result in decreased information sharing and irrational decision-making tendencies. The CMCIM posits that interactivity and communication quality are pivotal aspects for enhancing perceived interaction and fostering successful teamwork.

Internal communication as an efficiency enhancement in the organization

Verčič et al. (2012) highlight that effective communication in the workplace fosters collaboration and mutual understanding among colleagues. According to Aktar and Pangil (2018), enhancing information flow is crucial for boosting productivity. Whether through formal or informal channels, communication plays a key role in enabling well informed decision making and fostering teamwork within the company. Various communication tools like meetings, emails, newsletters and instant messaging help facilitate interactions (Yates, 2006). Internal communication has evolved to accommodate various stakeholders, including team members, line managers, project partners and corporate entities (Welch & Jackson,

2007). Establishing structured internal communication is vital for encouraging employee engagement and creating a sense of belonging.

Emergence of instant messaging at work

Technology advancements have completely transformed how we communicate at work, making it easier for businesses to work together in challenging settings. Good internal communication is vital for keeping employees engaged and ensuring the organization runs smoothly. On the other hand, ineffective communication can damage relationships. Internal communication is also essential for shaping company culture and staying ahead in a competitive market. Instant messaging has become incredibly popular as it provides convenience, speed and seamless communication without any restrictions on time or location, boosting productivity in our tech savvy world today (Maina, 2013).

Popularity of LINE application

Instant messaging, also known as IM, plays a crucial role in communication within today's fast paced work environments. It serves as a faster alternative to traditional emails, allowing for efficient multitasking and real time notifications (Maina, 2013). LINE, a messaging platform originating from Japan in 2011, is widely embraced by companies for its streamlined information exchange capabilities (Jain et al., 2015). It has garnered significant popularity across Thailand and various Asian nations, as well as Mexico, boasting 45 million active users who spend an average of 63 minutes on the platform daily (Steinberg, 2020). Noteworthy features of LINE include group chats accommodating up to 100 participants and unique functions like connecting with friends by shaking phones or scanning QR codes. Moreover, the platform offers a timeline feature that enables users to share voice messages, videos and photos seamlessly. Additionally, businesses leverage LINE's Official Accounts to provide customers with automated responses, exclusive discounts and loyalty programs aimed at enhancing customer engagement.

LINE use in Thai organizational context

LINE has become an integral part of organizational communication in Thailand since its introduction in 2011, offering multifaceted benefits that align with both professional needs and cultural preferences. The application enhances operational efficiency through real-time messaging, facilitating rapid decision-making and fostering organizational agility. Its cost-effectiveness and user-friendly interface make it accessible to employees with varying levels of technological proficiency. LINE's features, such as group chats and broadcast messaging, support collaborative work environments and align with Thailand's collectivist culture, fostering open communication that emphasize group interaction. LINE enhances employees' sense of inclusion and job satisfaction (Jankelová & Joniaková, 2021), under-scoring the link between communication and employee engagement. During crises like COVID-19, it has proven effective in reducing perceived job insecurity and anxiety by

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promoting transparency and trust (Charoensuk-mongkol & Suthatorn, 2021). However, cultural nuances must be considered when implementing LINE, as age stereotypes influence communication preferences among Thai workers. Younger employees may favor informal style, while older employees might prefer more formal communication.

Work life balance (WLB)

In today's fast-moving society, finding a balance between work and personal life has become more difficult because of the prevalence of communication over computer networks. This blurs the line between work hours and leisure time, causing conflicts that can affect both well-being and productivity (Bhattaru et al., 2024). Balancing work and personal life, also known as work life balance (WLB), is a significant concern for employees. It helps them juggle their professional responsibilities with personal commitments smoothly. Prioritizing personal satisfaction over just dividing time equally is key (Greenhaus et al., 2012). Since work and family are closely connected aspects of life, finding the right balance involves navigating between them effectively. Having flexible working hours is essential for supporting work life balance as it allows individuals to engage in non-work-related activities. Managing time wisely between work and personal life is essential for meeting daily objectives, finding fulfillment and enhancing overall quality of life (Bhattaru et al., 2024).

Effects of instant messaging on work-life balance

IM is widely used in professional settings to address work-related matters (Oghuma et al., 2015). However, excessive use of this technology can result in an overload of work tasks and information, leading to mental fatigue (Korunka & Kubicek, 2017). Consequently, organizations should evaluate the impact of IM on employee well-being and develop strategies to maximize its benefits while mitigating its drawbacks.

In conclusion, the literature review comprehensively explores relevant research into the intricate relationships between employee satisfaction, communication technology, and work-life balance in broadcasting organizations. It identifies findings on how job satisfaction is shaped by intrinsic and extrinsic factors, including personal traits, social interactions, and organizational elements. The review underscores the transformative impact of communication technologies like LINE on workplace collaboration, noting both advantages and potential drawbacks. CMCIM is introduced as a framework to understand how interactivity and communication quality influence satisfaction and team performance. Additionally, the review examines the balance between work and personal life, and how tools like LINE affect this equilibrium. This analysis forms the basis for hypotheses investigating the relationship between LINE usage for work and employee satisfaction, focusing on LINE efficiency and work-life balance, as well as how demographic factors influence satisfaction levels regarding both LINE efficiency and work-life balance.
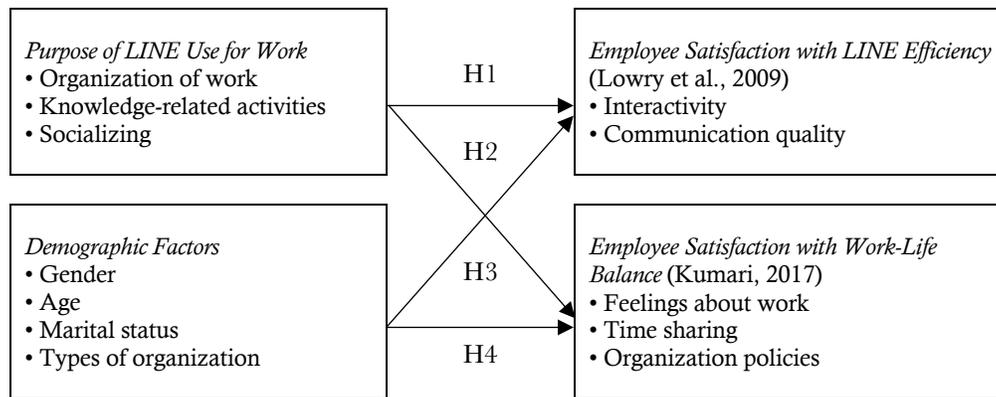
Conceptual Framework

Figure 2. Conceptual Framework

Based on the framework outlined earlier, this study employs the Computer-Mediated Communication Interactivity Model (CMCIM) by Lowry et al. (2009) and Kumari's (2017) work-life balance strategies to evaluate how the "purpose of LINE use for work" influences employee satisfaction in broadcasting organizations. The independent variable is categorized into organization of work, knowledge-related activities, and socializing, reflecting CMCIM's focus on interactivity and communication quality. These categories are theorized to impact process satisfaction, measured as satisfaction with LINE efficiency, and work-life balance initiatives, including feelings about work, time sharing, and organizational policies. By examining these purposes, alongside demographic factors and LINE usage patterns during work hours, the framework aims to elucidate how LINE facilitates or hinders workplace efficiency and employee well-being.

METHODOLOGY

Research design and area of research

The study used a quantitative cross-sectional research design to assess employee satisfaction with LINE use for work. This approach is considered a reliable method for understanding how a specific phenomenon impacts individuals (Allen M., 2017). Data was gathered through a survey with closed-ended questions, including both positive and negative items, and a standardized five-point Likert scale to measure respondents' attitudes. The study was conducted at The National Broadcasting Services of Thailand (NBT) and ONE31 Company Limited (ONE31) television broadcasting organizations in Bangkok due to their differing structures and content focus, yet operational similarities. This selection offers insights into how organizational characteristics influence the impact of LINE on employee satisfaction

in Thailand's broadcasting sector. NBT, a government-owned broadcaster under the Public Relations Department, emphasizes government policies and educational content within a hierarchical environment. Conversely, ONE31, a private media company, focuses on entertainment and idol marketing, driven by profit and market demand, likely fostering a more casual and rapid communication style. Both organizations operate as free-to-air television channels under subsidiaries, primarily using digital terrestrial TV for distribution. They provide comprehensive media coverage across television, radio, and online channels, includeing news, dramas, variety shows, educational programs, and entertainment, and use satellite broadcasting for live sports events. Both channels broadcast approximately 19 hours daily.

Target population and sample size

Both men and women who were employed at NBT and ONE31 were part of the study. The HR department provided data as of 15th July 2020, stating that there were 450 employees from NBT and 800 from ONE31. The sample sizes from each organization were determined to be 113 and 196 respectively, totaling 309 participants, using Taro Yamane's calculation formula with a confidence level of 95% and a tolerance of error of 5%.

Sampling technique

A total of 301 participants were selected using a combination of stratified random sampling and proportionate sampling. The sample size was divided proportionally based on the number of personnel in each organization, as indicated in Table 1.

Table 1. The Classification of Population and Sample Size for Each Organization

No.	Organization	Population	Sample size
1	The National Broadcasting Services of Thailand	450	108
2	ONE31 Company Limited	800	193
	Total	1,250	301

Note: The sample size of 309 was applied for this research

Data collection and analysis

The data was gathered through an online survey conducted via Google Forms, effectively reaching a diverse group of employees. A total of 309 individuals participated, with 113 from NBT and 196 from ONE31. The closed question surveys and consent forms were sent out to the directors of both companies for distribution. The survey consisted of three sections: background of the participants, their LINE usage patterns, and feedback on communication practices and maintaining a work life balance. Using Cronbach's alpha reliability test, the

value fell within the range of 0.70 to 1.00 (purpose of LINE use for work = 0.894; employee's satisfaction with LINE efficiency = 0.908; and employee's satisfaction with work life balance = 0.749). Participants provided their feedback using the 5-point Likert scale, in line with existing research literature. As for data analysis, descriptive statistics including frequency, percentage, mean and standard deviation (S.D.) were used, while inferential statistics consisting of linear regression was employed to ascertain how demographic factors and LINE usage influenced satisfaction levels. A One-way ANOVA was employed to explore differences in satisfaction towards LINE efficiency and work-life balance across different genders and age groups, while t-test was utilized to investigate satisfaction discrepancies regarding marital status and organizational types. Evaluations for reliability demonstrated that the research tools used were reliable.

RESULTS

Demographic profile of the employees

The results of the research on the satisfaction levels of employees of broadcasting companies regarding the use of the LINE application as a workplace tool are outlined as follows. Among the 309 individuals surveyed, it was found that respondents aged 25-42 years old comprised the majority at 82.85% (256), with males making up 50.2% (155) of the respondents. Interestingly, a significant portion of participants, totaling 60.84% (188), were married, while 41.75% (129) had been with their respective organizations for 10 to 15 years. Additionally, almost all participants (96.44%, 298) held a bachelor's degree.

LINE usage for work

Most of the employees, about 49.51%, spent over 4 hours daily on LINE for work related tasks. Their main communication partners were colleagues, making up 86.08% (266 individuals). The primary reasons for using LINE at work were organizing tasks and sharing knowledge. When looking at specific uses, the highest rated activity was reviewing past IM chats or emails, scoring an average of 4.27 (S.D. = 0.67) with a consistent "always" response. Following that was asking team members for assistance, averaging at 4.06 (S.D. = 0.75) and typically labeled as "often", and arranging virtual meetings, averaging at 4.02 (S.D. = 1.01) also marked as "often".

Employee satisfaction with LINE efficiency

The employees generally expressed a high level of satisfaction with LINE's efficiency based on two key factors: communication quality and interactivity. The average score of 3.93 (S.D. = 0.35) indicates a strong positive perception. This could explain why LINE has become a popular tool in both private and public workplaces. When it comes to communication

quality, the most notable aspect of LINE is its ability to enhance task accomplishment, scoring the highest average of 4.03 (S.D. = 0.77), suggesting a significant impact. As for interactivity, LINE's effectiveness in facilitating team communication was rated highest at 4.06 (S.D. = 0.82), indicating a strong positive influence on collaborative efforts.

Employee satisfaction with Work-Life Balance (WLB)

In terms of maintaining a balance between work and personal life, employees expressed overall satisfaction with the equilibrium at a moderate level, averaging 3.16 (S.D. = 0.33). This positive sentiment is attributed to the low ratings received for negative inquiries. To delve deeper into specifics; among the 12 aspects evaluated, six were deemed high, two moderate and four low in terms of satisfaction levels. Notably, organization policies garnered the highest mean score of 3.83 (S.D. = 0.53), signaling a favorable reception. Among the noteworthy statements, "LINE utilization enhances workplace flexibility" scored the highest at an average of 3.93 (S.D. = 0.82), followed by "I find joy in seamlessly managing work and personal responsibilities" with an average score of 3.88 (S.D. = 0.76) and "I believe my organization's policies cater to employee needs" scoring an average of 3.86 (S.D. = 0.79).

Testing of hypotheses

Table 2 presents the research hypotheses and their test results on how using LINE for work affects broadcasting company employees' satisfaction concerning LINE efficiency and work life balance in broadcasting companies, at the significance level of 0.05.

Table 2. Results of Hypothesis Testing

Hypotheses	Result
H1. The purpose of LINE use for work has a significant influence on the broadcasting organization employees' level of satisfaction with LINE efficiency	*Partially accepted*
1.1) Organization of work has a significant influence on the broadcasting organization employees' level of satisfaction with LINE efficiency	Rejected
1.2) Knowledge-related activities has a significant influence on the broadcasting organization employees' level of satisfaction with LINE efficiency	Accepted
1.3) Socializing has a significant influence on the broadcasting organization employees' level of satisfaction with LINE efficiency	Accepted

H.2 The purpose of LINE use for work has a significant influence on the broadcasting organization employees' level of satisfaction with work-life balance.	*Rejected*
2.1) Organization of work has a significant influence on the broadcasting organization employees' level of satisfaction with work-life balance.	Rejected
2.2) Knowledge-related activities has a significant influence on the broadcasting organization employees' level of satisfaction with work-life balance.	Rejected
2.3) Socializing has a significant influence on the broadcasting organization employees' level of satisfaction with work-life balance	Rejected
H.3 The differences in demographic factors of the employees of broadcasting organizations (i.e., gender, age, marital status, types of organizations) contribute to differences in their levels of satisfaction with LINE efficiency.	*Rejected*
3.1) Gender has an influence on satisfaction with LINE efficiency.	Rejected
3.2) Age has an influence on satisfaction with LINE efficiency.	Rejected
3.3) Marital status has an influence on satisfaction with LINE efficiency.	Rejected
3.4) Types of organizations status has an influence on satisfaction with LINE efficiency.	Rejected
H.4 The differences in demographic factors of the employees of broadcasting organizations contribute to differences in their levels of satisfaction with work-life balance	*Rejected*
4.1) Gender has an influence on work-life balance	Rejected
4.2) Age has an influence on work-life balance	Rejected
4.3) Marital status has an influence on work-life balance	Accepted
4.4) Types of organizations status has an influence on work-life balance	Rejected

Hypotheses H1 and H2 investigate the correlation between utilizing LINE for work and employee satisfaction in relation to LINE efficiency and work-life balance. The results of multiple linear regression partially confirm sub-hypotheses 1.2 and 1.3, indicating that knowledge-related activities ($\beta = 0.386$) and socializing ($\beta = 0.213$) were significantly related to employee satisfaction towards LINE efficiency ($p < 0.001$). Although the effect of socializing is less pronounced compared to that of knowledge-related activities, with a standardized beta of 0.213. Interestingly, organization of work did not significantly contribute to the model ($\beta = 0.090$, $p = .120$) (see Table 3). In contrast, the investigation did not establish any significant association between LINE usage and work-life balance, with

organization of work (β = 0.108, p = .123), knowledge-related activities (β = -0.013, p = .850), and socializing (β = -0.032, p = .633), all failing to demonstrate significant relationships. Thereby sub-hypotheses under hypothesis H2 were not supported (see Table 4). This suggests that certain work-related activities on LINE contribute positively to perceived efficiency, but do not significantly impact work-life balance satisfaction.

Table 3. Multiple linear regression on influence of the purposes of LINE use for work on employee satisfaction towards LINE efficiency

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.755	0.186		9.427	0.000
Organization of Work	0.077	0.049	0.090	1.559	0.120
Knowledge-related activities	0.321	0.047	0.386	6.857	0.000**
Socializing	0.155	0.041	0.213	3.824	0.000**
R = .574, R^2 = .329, Adj R^2 = .322, Std. Error = .288, Sig of F = .000					

** statistically significant at .05 level

Table. 4 Multiple linear regression on influence of the purposes of LINE use for work on employee satisfaction towards Work-Life Balance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.939	0.212		13.88	0.000
Organization of Work	0.086	0.056	0.108	1.545	0.123
Knowledge-related activities	-0.010	0.053	-0.013	-0.190	0.850
Socializing	-0.022	0.046	-0.032	-0.478	0.633
R = .092, R^2 = .009, Adj R^2 = -.001, Std. Error = .327, Sig of F = .456					

Hypotheses H3 and H4 assess whether demographic variables (gender, age, marital status, and organization types) determine differences in satisfaction levels regarding LINE efficiency and work-life balance. The analysis revealed several key findings. In terms of LINE efficiency, no significant differences were observed across gender (F = 1.150, p = .318), age (F = 2.520, p = .082), marital status (F = 1.274, p = .204), or types of organization (F = 0.167, p = .868). However, nonbinary employees reported slightly higher satisfaction levels (M = 4.195, SD = 0.400) compared to male (M = 3.928, SD = 0.307) and female employees (M = 3.929, SD = 0.387). Regarding work-life balance, while no significant differences were found across gender (F = 2.592, p = .077) or age (F = 0.023, p = .978), a

statistically significant difference was observed based on marital status (F = 2.026, p = .042). Married employees reported higher satisfaction with work-life balance (M = 3.192, SD = 0.281) compared to single and widowed employees (M = 3.107, SD = 0.383). No significant differences were found between public and private sector employees (F = 0.636, p = .525). These findings suggest that demographic factors generally do not significantly impact satisfaction levels towards LINE efficiency and work-life balance, with the exception of marital status influencing work-life balance satisfaction. Thus, sub-hypotheses under hypotheses H3 and H4 are not confirmed, except for sub-hypothesis 4.3, which suggests that marital status affects work-life balance (see Table 5 for details).

Table 5. One-way ANOVA and t-test analysis on employee satisfaction towards LINE efficiency and Work-Life Balance

Dependent variables	Independent variables	F	p-value	Mean	S.D.
LINE efficiency	*Gender*	1.150	.318		
	Male			3.928	0.307
	Female			3.929	0.387
	Nonbinary			4.195	0.400
	Age	2.520	.082		
	18-24			3.930	0.386
	25-42			3.950	0.334
	43-57			3.820	0.416
	Marital Status	1.274	.204		
	Single and widowed			3.963	0.394
	Married			3.911	0.318
	Types of organization	0.167	.868		
	Public sector			3.936	0.399
	Private sector			3.929	0.318
Work-Life Balance	*Gender*	2.592	.077		
	Male			3.168	0.313
	Female			3.137	0.337
	Nonbinary			3.500	0.354
	Age	0.023	.978		
	18-24			3.165	0.330
	25-42			3.159	0.318
	43-57			3.148	0.383

Marital Status	2.026	.042*		
Single and widowed			3.107	0.383
Married			3.192	0.281
Types of organization	0.636	.525		
Public sector			3.173	0.359
Private sector			3.149	0.307

In conclusion, the findings indicate that engaging in knowledge-related activities and social interactions with LINE is positively associated with satisfaction with LINE efficiency. Moreover, while demographic variables generally do not yield statistically significant differences in satisfaction levels for LINE efficiency and work-life balance, marital status emerges as a notable exception, demonstrating a significant effect on work-life balance satisfaction.

DISCUSSION

Effect of demographics on employee satisfaction with LINE in Thai broadcasting organizations

The effect of demographics on employee satisfaction with LINE in Thai broadcasting organizations shows minimal influence on satisfaction levels regarding LINE's efficiency and work-life balance. This finding aligns with the Technology Acceptance Model (TAM) by Davis and Venkatesh (1996), which prioritizes perceived usefulness and ease of use over demographic factors in determining satisfaction with technology tools.

The study found no significant differences in satisfaction with LINE efficiency across gender, age, marital status, and organization type. This consistency in satisfaction supports Lowry et al.'s (2009) Computer-Mediated Communication Interactivity Model (CMCIM), suggesting that LINE provides adequate interactivity and communication quality for diverse user groups. Notably, the lack of significant age-related challenges earlier studies on generational technology gaps (Soifer et al., 2021) and corroborates previous studies suggesting that these disparities are becoming less pronounced (Bennett & Mathews, 2018).

However, marital status significantly affected work-life balance satisfaction, with married employees reporting higher satisfaction, consistent with Brown et al. (2023), who found that married individuals often experience better work-life balance due to shared responsibilities and emotional support. Overall, the minimal demographic impact on LINE satisfaction suggests uniformity in how employees perceive and utilize LINE, indicating its suitability for diverse broadcasting organization employees.

Impact of organization type on employee satisfaction

The study reveals that the impact of organization type (public vs. private) on employee satisfaction with LINE efficiency and work-life balance in Thai broadcasting organizations is minimal, contradicting prevailing assumptions about organizational structure's influence on employee perceptions (Komodromos, 2021). This similarity can be attributed to several factors, including industry-specific demands that create comparable communication needs, the widespread adoption of LINE in Thailand that transcends organizational boundaries, and the shared cultural context that shapes communication styles and work-life balance expectations. The results are consistent with the Technology Acceptance Model, suggesting that LINE's inherent characteristics and ease of use are more crucial in determining satisfaction than organizational factors. While nuanced differences may exist in communication styles and technology adoption rates between public and private broadcasters, these do not significantly affect overall satisfaction levels. The consistency across sectors underscores the pervasive impact of digital communication tools and industry-specific demands on employee satisfaction, irrespective of organizational structure. This implies that organizations should focus on the tool's features, usability, and implementation strategies rather than organizational type when adopting communication technologies. Furthermore, the simila-rity in satisfaction levels may indicate that both public and private organizations have implemented comparable policies regarding LINE usage and work-life balance, highlighting the importance of effective policy implementation in shaping employee experiences with digital communication tools across different organizational settings.

Correlation between LINE usage and contentment with LINE efficiency

The correlation between LINE usage and satisfaction with its efficiency in Thai broadcasting organizations reveals a complex interplay of factors, both supporting and expanding upon existing theories and research. This study, conducted within the unique cultural context of Thailand's collectivist society, offers valuable insights into the effectiveness of digital communication platforms in professional settings.

The research findings partially corroborate the hypothesized connection between LINE usage and efficiency satisfaction. Employees reported higher contentment when utilizing LINE for knowledge sharing and social interactions, while its application for task management showed no significant effect. This aligns with the Computer-Mediated Communication Interactivity Model (CMCIM) introduced by Lowry et al. (2009), which emphasizes the importance of interactivity and communication quality in user satisfaction.

The positive impact of knowledge-related activities and socializing on LINE efficiency satisfaction can be explained through an integrated framework of Media Richness Theory, Social Presence Theory, and Task-Technology Fit Theory (Goodhue & Thompson, 1995). LINE's multiple features, including group chats, multimedia sharing, stickers, and voice messages, enhance its perceived efficiency by facilitating nuanced communication and complex idea exchange. This richness is particularly crucial in the dynamic broadcasting

industry, where clear and comprehensive information-sharing is essential. The platform effectively fosters a sense of connection among users, creating a more personal and immediate communication experience that enhances work-place relationships and collaboration.

The high satisfaction with LINE for knowledge-related activities suggests a strong match between the platform's capabilities and workplace communication requirements. The instant messaging, group chat, and file-sharing features complement the collaborative nature of knowledge work in broadcasting organizations, contributing to its widespread adoption and user satisfaction. This alignment is further reinforced by the Technology Acceptance Model (TAM), as the high satisfaction levels and widespread adoption across different demographic groups indicate that LINE is perceived as both useful and easy to use.

These findings resonate with and extend previous research. Verčič et al. (2012) demonstrated that regular communication enhances the connection between supervisors and employees, fostering motivation and commitment. Similarly, Kim et al. (2021) emphasized the importance of user-friendly features in enhancing workplace communication and satisfaction. Liao et al. (2007) established that satisfaction is crucial for the continued use of online services, which is reflected in the high usage rates and satisfaction levels observed among LINE users in this study.

Interestingly, the insignificant impact of LINE on work organization tasks highlights potential limitations of the platform or incompatibility with formal work procedures. This finding underscores the necessity of considering communication objectives when selecting tools to ensure they provide the requisite features to enhance user satisfaction. Chang and Ian's (2014) study supports this observation, noting that frequent users of instant messaging primarily utilized it for collaborative and knowledge-related activities, while infrequent users predominantly employed it for work organization.

These findings are also influenced by the cultural context of Thailand. The country's collectivist society, which prioritizes group interaction and teamwork, aligns well with LINE's focus on knowledge-sharing activities and social engagement. The platform's features, such as group messaging, complement the Thai inclination towards collective decision-making and cooperation, supporting the cultural norm of seeking input from others and reaching a shared agreement. This harmonious fit between the platform and Thai culture likely contributes to higher levels of user satisfaction with LINE's effectiveness for these purposes.

Complex relationship between LINE usage and Work-Life Balance in the workplace

The study's finding that using LINE for work purposes did not significantly impact employee satisfaction with work-life balance aligns with broader research on communication technologies in the workplace. This lack of significant impact can be attributed to various factors beyond technology use, including organizational policies, company culture, supervisor behavior, and individual traits that influence work-life balance in complex ways (Grzywacz & Carlson, 2007).

While LINE usage for specific work tasks like knowledge sharing or organizing work does not appear to be the primary factor impacting work-life balance, it does facilitate information exchange between professional and personal domains. This finding is consistent with research by Doe and Smith (2023), which suggests that messaging app use does not significantly disrupt work-life balance. In fact, messaging apps can potentially support work-life balance by enabling flexible communication and reducing the need for after-hours meetings or emails (Allen & Lehmann-Willenbrock, 2023).

However, the study reveals a nuanced relationship between personal instant messaging and work-life balance. Personal messaging was found to directly influence employees' cognitive absorption levels, highlighting the importance of interactive communication and engagement with personal messaging applications. This aligns with the concept of work-life intrusion, where work responsibilities encroach on personal life (Wayne et al., 2006). Excessive personal messaging, particularly involving work-related topics, can lead to employees feeling constantly connected and unable to fully disconnect from work, potentially resulting in adverse attitudes towards work overtime.

The findings of this study contribute to the ongoing discourse on the role of communication technologies in shaping work-life balance. While tools like LINE can enhance efficiency and flexibility, their impact on work-life balance is moderated by various organizational and individual factors. This suggests that the key to maintaining work-life balance lies not in the mere presence or absence of these tools, but in implementing clear policies and boundaries around their use.

Challenges and drawbacks of LINE usage in Thai broadcasting environments

The study identified several challenges of using LINE in Thai broadcasting environments. Excessive personal messaging during work hours can cause cognitive absorption, blurring professional and personal boundaries (Jirattikorn, 2021; Sabran, 2021). LINE's limited impact on task organization suggests potential limitations for formal work procedures. The constant flow of messages in 24-hour broadcasting environments could lead to information overload. While effective for knowledge sharing and social interactions, LINE may lack the structured communication needed for certain broadcasting tasks. Its instant nature may pressure employees to respond immediately, increasing stress in an already fast-paced industry. Maintaining professional boundaries can be challenging due to LINE's casual nature, especially in hierarchical structures. Constant notifications and easy access to LINE could distract employees from core tasks. Additionally, using a third-party application for work-related communication in a sensitive industry like broadcasting may raise security and privacy concerns.

CONCLUSION

This study provides valuable insights into the impact of LINE usage on employee satisfaction in Thai broadcasting organizations, revealing a complex interplay of factors that both support and expand upon existing theories and research. The findings underscore LINE's effectiveness in promoting knowledge sharing and social interactions, which enhance communication efficiency and information clarity, ultimately correlating with higher satisfaction regarding its efficacy. However, the research also revealed limitations in LINE's application for formal work procedures and task management. Interestingly, while specific work-related tasks carried out via LINE did not significantly affect work-life balance, the study highlighted potential drawbacks of personal messaging in terms of cognitive absorption and work intrusion. This nuanced finding underscores the need for careful consideration of communication tools' implementation and usage in the workplace. The research also suggests that demographics have a minor impact compared to how LINE is utilized and the organizational culture that encourages clear communication boundaries. Based on these findings, organizations should leverage LINE to foster collaborative teamwork, implement family-friendly policies, develop clear communication guidelines, tailor technology adoption to specific work requirements, and promote digital literacy. To maximize the benefits of LINE and similar platforms, future research could explore how to better integrate formal work procedures into such tools to enhance overall workplace efficiency, considering specific cultural and organizational contexts, especially in Thai broadcasting organizations. By balancing the benefits of enhanced communication and collaboration with strategies to protect employee well-being, organizations can create more effective, satisfying, and balanced work environments in the context of Thai broadcasting organizations and potentially beyond.

Limitations of study and recommendations for future research

While this study provides valuable insights on how the use of LINE impacts job satisfaction within broadcasting companies, it is important to acknowledge certain limitations.

(1) Limited scope and generalizability: This study's focus on two broadcasting organizations in Thailand limits the generalizability of findings to other sectors and cultural contexts. Future research should expand the scope by including a broader range of industries beyond broadcasting, incorporating a wider variety of Thai broadcasting organizations, considering potential confounding variables such as organizational culture and leadership styles, and exploring cross-cultural comparisons. This expanded approach would provide a more comprehensive understanding of how LINE and similar communication technologies impact employee satisfaction and work-life balance across diverse organizational and cultural settings. By addressing these limitations, future studies can offer more detailed insights into how various factors shape employees' workplace experiences with digital communication tools, ultimately providing a more holistic view of LINE usage and its impact on employee satisfaction in diverse workplaces.

(2) Limited demographic scope: While the study examined the impact of marital status, it did not delve into other demographic factors like personality traits or family size that could also affect how employees perceive work life balance when using communication tools.

(3) Reliance on self-reported data: The study relied on self-reported information from employees, which may be influenced by biases. Employees might downplay negative experiences or exaggerate positive ones. Future studies could incorporate objective indicators of work life balance, such as monitoring after hours message activity or tracking employee disconnection times from the platform.

(4) Cross-sectional nature, direction of causality, and statistical limitations: The study's cross-sectional design and statistical methods (multiple linear regression, one-way ANOVA, and t-tests) limit the ability to establish causal relationships between LINE usage, employee satisfaction, and work-life balance. This approach identifies correlations but not causation, making it challenging to determine the direction of influence or account for potential non-linear effects and interactions. For instance, it remains unclear whether increased satisfaction leads to more knowledge sharing on LINE or vice versa, as reverse causality cannot be ruled out. Additionally, the study provides only a snapshot of the current situation, which may not represent typical conditions or long-term trends in LINE usage and employee satisfaction. To address these limitations, future research should employ longitudinal designs and more advanced statistical techniques, such as structural equation modeling. These methods would allow for a more comprehensive analysis of causal relationships and temporal changes in these variables, providing a deeper understanding of the long-term effects of LINE usage on employee satisfaction and work-life balance.

(5) Emphasis on LINE and its technological limitations: The study's focus on LINE may limit the generalizability of the findings, as an investigation of multiple communication platforms could provide a more comprehensive understanding of how employees navigate work-related communication and its impact on satisfaction. Moreover, the research disregarded LINE's potential technological constraints, such as data privacy concerns, notification-induced information overload, or restricted file sharing capabilities, as well as the influence of device compatibility or internet connectivity variations on employees' experiences. Examining these technological aspects across various communication platforms would yield a more holistic view of their effects on employee satisfaction and work-life balance in broadcasting settings, offering deeper insights into how different technology preferences and limitations shape employees' workplace experiences.

(6) Work-Life Balance and causality: The study's cross-sectional design restricts the establishment of causal relationships between LINE usage and work-life balance satisfaction. Although correlations were identified, the direction of causality remains unclear. This methodology may not fully capture the complexities of the relationship, including potential long-term effects or subtle interactions between LINE usage and other work-life balance factors. To address these limitations, future research should employ longitudinal methods, enabling researchers to monitor changes over time, establish causal links, consider possible reverse causality, and explore how variations in LINE usage patterns influence work-life balance. By adopting this approach, future studies can provide a more

comprehensive understanding of LINE's impact on work-life balance in dynamic work environments.

(7) Measurement limitations: The study relied primarily on a single measurement tool (survey questionnaire) to assess all variables, which may not capture the full complexity of employee experiences with LINE usage. The use of a 5-point Likert scale, while standard, may have limited the response nuances. Additionally, focusing on specific aspects of LINE usage (organization of work, knowledge-related activities, and socializing) might not fully capture the application's impact on employee satisfaction and work-life balance. Future studies should consider mixed methods approaches, incorporating qualitative data such as interviews or focus groups, to provide deeper insights into employee experiences with LINE usage. This approach could help uncover nuanced aspects of LINE that quantitative measures alone might miss, particularly in areas where the current study found no significant relationships. Longitudinal studies could also assess changes in employee satisfaction and work-life balance over time with continued LINE usage.

(8) Limited exploration of negative impacts: While the study touched on some potential drawbacks of LINE usage, a more in-depth exploration of negative impacts, such as technostress or work-life conflict, could provide a more balanced understanding of LINE's effects in the workplace.

DISCLOSURE STATEMENT

The authors declare that they have no conflict of interest.

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