











ORIGINAL

Integrative workshops for the reconciliation of work and family life as a quality factor in dental services

Talleres integradores para la conciliación de la vida laboral-familiar como factor de calidad de los servicios estomatológicos

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ABSTRACT

Introduction: work-life balance has a positive impact on work, family and quality of services. The aim of this study was to propose an intervention through workshops as a contribution to work-life balance as a determinant of the quality of stomatological services.

Methods: an intervention study was carried out using non-probability sampling based on selection criteria. The study universe included 10 female stomatologists, five female managers and their respective partners. The proposal was evaluated by experts and workshops were designed to integrate theoretical and practical knowledge, taking as a starting point the experiences of the participants, promoting reflection and collective transformation of the problems.

Results: the experts evaluated the proposal as applicable, feasible, generalizable, relevant, valid and original. Six conference sessions and 27 group discussion sessions were held, distributed in three workshops: workshop 1, focused on the action plan as a key factor for the transformation of the current state towards the desired state; workshop 2, focused on conciliation as a determining factor in the quality of stomatological services; and workshop 3, oriented to the systematic follow-up of the tasks of the action plan. The intervention evaluated and implemented allowed contributing to the reconciliation of work and family life through the incorporation of new knowledge and active participation in the processes of organizational change.

Keywords: Reconciliation; Service quality; Stomatology; Intervention.

RESUMEN

Introducción: la conciliación entre la vida laboral y familiar tiene un impacto positivo en el ámbito laboral, familiar y en la calidad de los servicios. El objetivo de este estudio fue proponer una intervención a través de talleres como contribución a la conciliación entre la vida laboral y familiar como un factor determinante de la calidad de los servicios estomatológicos.

Métodos: se llevó a cabo un estudio de intervención utilizando un muestreo no probabilístico basado en criterios de selección. El universo de estudio incluyó a 10 estomatólogas, cinco directivas y sus respectivas parejas. La propuesta fue evaluada por expertos y se diseñaron talleres que integraron conocimientos teóricos y prácticos, tomando como punto de partida las experiencias de los participantes, promoviendo la reflexión y la transformación colectiva de los problemas.

Resultados: los expertos evaluaron la propuesta como aplicable, factible, generalizable, pertinente, válida y original. Se llevaron a cabo seis sesiones de conferencias y 27 sesiones de debate grupal, distribuidas en

tres talleres: taller 1, centrado en el plan de acción como factor clave para la transformación del estado actual hacia el estado deseado; taller 2, enfocado en la conciliación como factor determinante de la calidad de los servicios estomatológicos; y taller 3, orientado al seguimiento sistemático de las tareas del plan de acción. La intervención evaluada e implementada permitió contribuir a la conciliación entre la vida laboral y familiar mediante la incorporación de nuevos conocimientos y la participación activa en los procesos de cambio organizacionales.

Palabras clave: Conciliación; Calidad de servicios; Estomatología; Intervención.

INTRODUCTION

Work-life balance is a crucial instrument for attaining gender equity in contemporary society, the massive integration of women into the workforce has compelled them to undertake the so-called “double shift”. This circumstance is further exacerbated by the persistence of patriarchal culture, manifested in the sexist structuring of society and the sexual division of labor, placing women in a vulnerable position relative to men.⁽¹⁾

Work-life balance entails the formulation of policies that afford employees the flexibility to navigate work demands while attending to personal needs, without incurring detrimental effects on job performance. It also involves the implementation of measures within families to mitigate conflicts between these two spheres.^(2,3)

Organizational-level strategies are essential to promote work-life balance, thereby enhancing the quality of services. Achieving an equilibrium between work and family settings for employees is crucial for the attainment of enhanced job performance, motivation, and satisfaction; this equilibrium is necessary for both men and women. These elements are determining of the service quality.^(4,5) In order to contribute to work-life balance, an intervention was conceived as task of the research project titled “Strategy to limit the effects of androcentrism on service quality”.

The development of training actions, as part of the intervention stage of the strategies, serves as a pathway to attain the desired state. The conduct of workshops within the strategy plays an integrative role, merging theoretical and practical knowledge, taking as starting points personal experiences, reflection, and collective transformation of the issues presented. Among the various workshop formats, group debates were selected, as this modality aligns with the group interview technique conceptualized by De Rojas as “... the gathering of a small group of individuals to obtain information in a congenial environment, employing a communication format that fosters debate and confrontation”.⁽⁶⁾

The methods, procedures, and techniques employed in the workshops must promote reflection, interpretation, enrichment, exchange, and systematization of the participants’ internalization of the connection between theory and practice. They should be crafted to, through their application, attain the highest level of critical openness, flexibility, and participation among members. Only through such an approach can the suitability, utility, value, and necessity of these methods in the work-life balance process be appropriately evaluated. Simultaneously, participants will be equipped with an increased likelihood of success in their professional performance, with alternative and creative thinking.^(6,7)

The success of a training lies not solely in an individual acquiring knowledge but also in the possibility of providing them with opportunities and capabilities to use that knowledge constructively, in their growth as individuals interested in oneself and others.⁽⁷⁾

The workshops identified, systematized, delved into, and raised awareness about the diagnostic stage of the strategy within which the development of the current intervention is framed. During this stage, the following difficulties were determined:

1. No training sessions are conducted on the reconciliation of work and family life.
2. Analyses of the reconciliation of work and family life as a quality factor in dental services are not conducted.
3. Absence in the organization of measures facilitating the reconciliation of work and family life.

These situations constituted the issues that gave rise to the current investigation. In order to address them, the formulated objective was to develop an intervention through workshops as a contribution to the reconciliation of work and family life, considering it as a factor influencing the quality of dental services.

METHODS

An intervention study was conducted using intentional non-probability sampling based on selection criteria such as being married, having children under the age of 14, and having responsibilities for the care of elderly and/or disabled individuals, which was considered as family burden. The study group comprised 10 female stomatologists, five female managers, and their respective partners.

The initial version of the intervention, consisting of three workshops, was designed by the authors with

the active participation of the research teams. For the elaboration of the actions, three work sessions were executed, utilizing brainstorming techniques to determine the aspects that should take part of them. The design was conceived in accordance with a social commitment of significant responsibility that should reach each participant through group work and be configured in their subjectivity.

For the structuring of the workshops, objectives were defined to contribute to the development of the reconciliation of work and family life, content, methods, means, and forms of evaluation. The proposal was evaluated by experts, considered as such by being researchers involved in gender-related and/or quality-related research for more than three years, holding teaching categories of Assistant, Auxiliary, Permanent, or Consultant, and holding scientific categories of Master of Science, Doctor of Science, or both. The selection technique of experts was based on their competence coefficient. Some considered qualities were evaluated during the intervention validation, such as: applicability, feasibility, generality, pertinence, originality, and validity, as well as the essential coherence between the proposed actions.

For this purpose, each expert conducted the evaluation through the application of an instrument after reviewing the intervention, assessing each attribute based on a scale from one to five, with the average being used as a summary measure. It was decided that an activity would be included in the intervention with an average of four points or more. In the specific case of the applicability attribute, it was deemed crucial, so any activity scoring less than four points would be excluded from the proposal. Ethical principles of scientific research were adhered to.

RESULTS

There was freedom of expression within the workshops, taking as a starting point the participants' experiences and prior knowledge. Additionally, in all instances, efforts were made to encourage participants to disclose, through exchange, their conceptions about the topics under study and how these manifested in their real-life contexts. Special attention was given to the necessary preconditions for their execution, and continuity between them was ensured, given their systematic approach.

Actions that contributed to the realization of organizational and individual changes were incorporated, such as the analysis, discussion, and approval of the action plan as a key factor for transforming the current state into the desired state, training on work-life balance as a quality factor, and monitoring the compliance of planned actions.

The intervention was characterized by its objectivity, as the actions were defined based on the results of the situational analysis; flexibility, by allowing the incorporation of new activities if necessary; and presented a systemic character, through the interrelation of all its actions. The approach was pedagogical, aiming to achieve an appropriate level of transformation, this began with the identification of the current state of work-life balance as a quality factor in dental services, followed by the execution of actions to transform it into the desired state.

The intervention adhered to the theoretical guidelines aimed at enhancing the personal engagement of each participant in work-life balance as a quality factor in dental services. Additionally, it fostered systematic interaction among participants, leading to a transformation in mindset and patriarchal culture at the same time that this process induced shifts in their perspectives, ultimately reinforcing a positive change in work-life balance.

Moreover, it advocated for open and creative spaces in discussions, exchanges, and participatory techniques. These environments facilitated the socialization of the topic, demonstration, appreciation, and self-reflection in group work. They enabled the expression of opinions and the solution of diagnosed problems, fostering positive actions and the transformation of collaboration styles around work-life balance.

Evaluation of the intervention proposal

The evaluation conducted by the experts is showed in Table 1, these experts unanimously considered the proposal to be applicable, and consequently, all activities were included. They also deemed the proposal to be feasible. Additionally, they appreciated that, given its characteristics, the proposal could be generalized to other institutions where similar difficulties were identified.

Similarly, they found the proposal to be pertinent as it was grounded in the problem that prompted the intervention. The originality was justified by the participants' involvement in a process never conducted before. The experts also asserted that it was valid due to the coherence between planned actions and the outcomes. With this evaluation, the final version of the intervention was defined, as shown below.

Table 1. Expert evaluation scores for the Intervention Strategy										
Criteria	E1	E2	E3	E4	E5	E6	E7	E8	E9	Average
Applicability	4	4	5	5	4	5	4	5	5	4,5
Feasibility	4	4	4	4	4	5	5	4	5	4,3
Generality	4	5	5	5	5	5	5	5	5	4,8
Pertinence	5	5	5	4	4	4	4	4	4	4,3
Originality	5	5	5	5	5	5	5	5	5	5,0
Validity	4	4	4	5	4	5	4	5	5	4,4
Note: E refers to the experts who participated in the intervention evaluation										

INTERVENTION FOR THE RECONCILIATION OF WORK AND FAMILY LIFE AS A QUALITY FACTOR IN DENTAL SERVICES

Title: Intervention for the reconciliation of work and family life as a quality factor in dental services.

Objective: To contribute to the reconciliation of work and family life as a quality factor in dental services.

Expected transformations with the intervention:

- ✓ To conduct training sessions on reconciliation.
- ✓ To perform analyses of the reconciliation of work and family life as a quality factor in dental services.
- ✓ To implement measures in the organization to facilitate work-life balance.

Limits:

- ✓ Time frame for action development: September 2017 - December 2018
- ✓ Space: Julio Antonio Mella Teaching Stomatological Clinic
- ✓ Settings: Classroom at the Julio Antonio Mella Teaching Stomatological Clinic

Beneficiaries: Workers of the Julio Antonio Mella Clinic

Scheduled Actions

- ✓ Workshop 1. The action plan as a key factor for the transformation of the current state into the desired state.
- ✓ Workshop 2. The reconciliation of work and family life as quality factor in dental services.
- ✓ Workshop 3. Systematic follow-up of the tasks of the action plan.

The act of teaching stands as one of the challenges that humanity has faced historically, entailing the readiness of individuals to assimilate and transmit the societal legacy that precedes them. This overarching concept was specified in the preparation of members within the study group, who played a vital role in implementing initiatives aimed at achieving work-life balance as a quality determinant in dental services.

The actions adopted a flexible and theoretical-practical approach. Consequently, a workshop system was structured to provide a theoretical-practical content that facilitated the exchange of experiences among participants, teamwork, and debate.

Workshop 1. The action plan as a key factor for the transformation of the current state into the desired state.

Objective: To critically analyze and approve the proposed action plan, aiming to carry out the transformation of the current state towards the desired state.

Thematic content: The action plan as an instrument that prioritizes activities to achieve objectives and goals, serving as a guide that provides a framework or structure when implementing a strategy. The action plan as a means to reach the desired state through group interaction.

Participants: Stomatologists and managers.

Date: September 2017

Location: Classroom at the Julio Antonio Mella Teaching Stomatological Clinic

Activities:

- ✓ Introduction of the research team.

- ✓ Introduction of the stomatologists and managers participating in the workshop.
- ✓ Conference: The action plan as a key factor for the transformation of the current state towards the desired one.
- ✓ Group analysis and discussion of the proposed action plan for the transformation of the current state towards the desired one.
- ✓ Approval of the action plan for the transformation of the current state towards the desired one.

Evaluation Method: The PNI technique (positive, negative, and interesting) will be applied in each session.

In the group sessions, the group was initially divided into three subgroups, and at the end, it reconvened in a plenary session, where techniques of analysis and reflection were applied.

Workshop 2. The reconciliation of work and family life as a quality factor in dental services.

Objective: To theoretically, practically, and attitudinally prepare participants on the reconciliation of work and family life as a quality factor in dental services.

Thematic Contents: The work-family life reconciliation and the family and social co-responsibility. Policies and measures for the reconciliation of the work and family life and its influence on the quality of services.

Participants: Stomatologists, managers, and their respective partners.

Date: October, November, and December 2017

Location: Classroom at the Julio Antonio Mella Teaching Stomatological Clinic

Activities:

- ✓ Conference: The reconciliation, its historical and social development. The reconciliation of the work and family life as a necessity in the Cuban social context.
- ✓ Group analysis of the topic presented in the conference of the previous session.
- ✓ Conference: The reconciliation of work and family life as a quality factor in dental services.

Incidence in the clinic services.

- ✓ Group analysis of the topic presented in the conference of the previous session.
- ✓ Conference: Cuban legislation favoring the reconciliation of work and family life.
- ✓ Group analysis of the topic presented in the conference of the previous session.
- ✓ Conference: Family and social co-responsibility as ways to achieve the reconciliation of work and family life.
- ✓ Group analysis of the topic presented in the conference of the previous session.
- ✓ Conference: Social and organizational measures for the reconciliation of work and family life.
- ✓ Group analysis of the topic presented in the conference of the previous session.
- ✓ Group debate on the topic: Do we achieve a balance between our work and family lives?
- ✓ Group debate on the topic: Does our institution foster an environment that facilitates work-life balance?
- ✓ Group debate on the topic: Do we enjoy family co-responsibility in our lives?
- ✓ Group debate on the topic: Does the balance of work and family life promotes service quality?

Evaluation Method: The PNI technique (positive, negative, and interesting) will be applied in each session.

In the group sessions, the group was initially divided into three subgroups, and at the end, it reconvened in a plenary session, where techniques of analysis, reflection, and brainstorming were applied.

Workshop 3. Systematic follow-up of the Action Plan tasks.

Objectives: To periodically evaluate the fulfillment of the planned activities in the action plan.

Participants: Stomatologists and managers.

Date: January-December 2018

Location: Classroom at the Julio Antonio Mella Teaching Stomatological Clinic

Activities:

- Group analysis of the fulfillment of the planned activities in the action plan based on the report presented by the author on this topic.

In the group sessions, the group was initially divided into three subgroups and reconvened in a plenary session at the end, utilizing analysis and reflection techniques. The sessions were conducted on a monthly frequency.

Evaluation Method: The PNI technique (positive, negative, and interesting) will be applied in each session.

In the group sessions, the group was initially divided into three subgroups through the participatory technique by numbers, and at the end, it reconvened in a plenary session, where techniques of analysis, reflection, and brainstorming were applied.

Implementation of the intervention

After designing and validating the intervention, its implementation was required. For this, the identified needs that served as the basis for its design to achieve the proposed objectives were taken into account. The timeframe for implementation, as well as the locations where the planned actions would take place, were specified. The intervention was conducted at the Julio Antonio Mella Teaching Stomatological Clinic for the period between September 2017 and December 2018.

Results of the implementation

The workshop “The Action Plan as a Key Factor for the transformation of the current state towards the desired state” was conducted to analyze and approve the proposed action plan, prepared by the authors, involving the stomatologists and managers with the purpose of fulfilling the principles of inclusivity and commitment.

The development of the Action Plan was guided by principles such as coordination, as actions and activities requiring collaboration from other departments, both internal and external, were defined and coordinated; continuity ensured the achievement of objectives and was subject to a timeline. Another principle was efficiency, which facilitated goal achievement through resource optimization, and finally, coherence was maintained by ensuring that approved actions were related to the defined objectives. A conference on the preparation of the action plan, its objectives, and its importance for planning and executing transformational tasks was delivered. During the group debate, the proposed action plan was presented to the stomatologists and managers, who provided opinions and suggestions, this led to a general consensus that allowed for defining the final action plan for the reconciliation of work and family life as a quality factor in dental services.

As a result of the exchange, some modifications were made to the author’s initial proposal. The final plan consisted of one general objective, three specific objectives, and a total of 17 actions, with six actions for the first objective, two for the second one, and nine for the third one. In the workshop “The reconciliation of work and family life as a quality factor in dental services”, five hours were dedicated to conferences, and 16 hours were allocated to group discussions.

Furthermore, the intervention fostered participants’ sensitivity, and facilitated the incorporation of knowledge, skill development, and attitudes contributing to the improvement of work-life balance. The integration of family into the work dynamics promoted mutual understanding of the realities experienced, allowing for the strengthening of their identity with the service.

This workshop was considered a necessity since it addresses a topic that involves every worker, irrespective of the family or work burden they face; in many cases, this issue goes unnoticed and is not consciously addressed, despite being a need identified in the situational analysis. Given that it is a topic insufficiently addressed both in the literature and organizationally, especially in its connection to service quality, it became imperative to include this activity in the intervention. In this way, the possibility of empowering participants with the necessary skills to carry out all the planned activities and achieve the desired transformation was considered.

The workshop facilitated theoretical, practical, and attitudinal preparation regarding the topic of work-life balance. These activities were based on the principle of linking with life, being as direct, dynamic, and critical as possible with a transformative approach. The group discussions systematized the contents exposed through practice and exchange. In this workshop, the partners of the female stomatologists and managers who were part of the study were included.

The workshop “Systematic follow-up of the action plan tasks” was conducted through group discussions as a practical means to verify the fulfillment of the planned actions. It was structured in multiple sessions, encouraging the exchange of opinions among stomatologists and managers.

Twelve group debates were conducted, and in each session, the author presented a report on the status of the planned actions’ fulfillment. These sessions facilitated a general analysis and reflection with stomatologists and managers, who were simultaneously responsible for conducting various transformational actions. Necessary adjustments to the planned actions were made with the consensus of the group, ensuring their fulfillment. Members of the management council, not part of the study group, were invited to the sessions, enriching the activities.

DISCUSSION

The conflict surrounding work-life balance has a long historical backdrop, originating from times when males and females were assigned distinct roles based on expected social functions according to their sex; this dichotomy has persisted between them ever since. The term “reconciliation” is relatively recent and signifies progress from a previous concept focused on the distribution of domestic and family responsibilities.^(8,9)

It aims to transcend the relationships of inequality between men and women, whose origin is found in the traditional sex division of labor, and to foster a societal shift towards a new organization that goes beyond the roles and responsibilities traditionally assumed by both sexes so far. Furthermore, it strives to reinforce a more equitable distribution of the utilization of time and space.⁽¹⁰⁾

It is defined as the capacity of individuals in a society to satisfactorily harmonize the development of reproductive and productive activities, ensuring equal participation by sex. This should occur without imposing undesired labor burdens on individuals and without detrimentally affecting generational replacement.⁽¹¹⁾

When challenges arise in achieving the reconciliation of work and family life, it adversely impacts the quality of services; in the context of dental services, this can manifest as professionals arriving late or being absent, a situation that negatively affects the patient care. In some instances, it may necessitate the rescheduling of appointments when it is not possible to reorganize work or when patients cannot be attended to as per the planned schedule. Difficulties in professional development may also emerge, posing a crucial aspect in the evaluation of service quality. Additionally, employees may experience job dissatisfaction due to the absence of measures within the organization aimed at promoting the reconciliation of work and family life. Therefore, it becomes imperative to establish organizational measures that facilitate such reconciliation, for which a strategy was designed.⁽¹²⁾

In the formulation of strategies, the intervention stage is one of the most decisive, as it represents the phase where actions are executed with the objective of bringing about the essential changes for attaining the desired state. In the “Reconciliation of work and family life as a quality factor in dental services” strategy, hereafter referred to as the strategy, workshops were adopted as an organizational form. These workshops, characterized by their group pedagogy experiences, were designed to concentrate the process on individuals, actively engaging in the collective resolution of tasks. Through this process, the development of essential skills, habits, and capabilities is fostered with the purpose of contributing to the reconciliation of work and family life.^(10,11)

The workshop format was chosen, recognizing that knowledge is acquired through practice in this organizational form, implying the insertion in reality, in a specific process that tries to save the dichotomy produced between theory and practice. Workshops, as a means of integrating knowledge, start with obtained moments and experiences to achieve collective reflection and the transformation of issues. According to Calzado Lahera⁽⁷⁾ a workshop is defined as “... a pedagogical modality of learning by doing, (...) learning something by seeing and doing it is much more formative, cultivating, invigorating than learning it simply through verbal communication of ideas”; therefore, workshops provide a conducive setting for reflection, action, and promote learning how to learn, how to do, and how to be. The idea of Vygotsky⁽¹³⁾ was assumed, who, since a humanistic perspective, considers humans as beings capable of overcoming their needs, given that historical-cultural approaches have shed light on understanding that the laws governing human development focus on at least two evolutionary levels: the level of their actual capabilities, and the level of their possibilities to learn with the help of others.

The significance of incorporating workshops into the designed strategy lies in organizing group around tasks with a central objective, necessitating a high degree of participation from the members and an adjustment of the teacher’s role. This adjustment involves transitioning from the traditional position of being the sole owner of the classroom, program, and knowledge to that of a coordinator and guide facilitating relationships between the dynamic and thematic elements evolving in the activity.⁽¹⁴⁾

The value attributed to workshops in the strategy involves immersion in reality, engaging in a specific process where the integration of investigative theory with practice facilitates discussions around real facts, and the role of the teacher transforms into that of an educator with the function of orienting, guiding, assisting in learning and learning by doing, based on responses and reflections from the group, which can be as valuable as those of the teacher.⁽¹⁵⁾

CONCLUSIONS

The intervention, validated and implemented through workshops, facilitated the contribution to the reconciliation of work and family life as a quality factor in dental services. This was achieved by incorporating new knowledge and encouraging active participation in organizational change processes.

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CONFLICT OF INTEREST

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