

CHAPTER FOUR

RESULTS

The previous chapter explained the methodology of the study, this chapter presents the results of the study, divided into 3 parts: Part I is the personal information on employees, Part II is work related information on employees, and Part II is the attitudes of employees towards Flexible Working Hours.

4.1 PERSONAL INFORMATION

Table4. Gender of the Respondents

Gender	Frequency	Percentage
Male	39	25.0
Female	117	75.0
Total	156	100.0

As shown in Table 4, 75% of respondents were female while 25% were male.

Table5. Age of the Respondents

Age	Frequency	Percent
20-25	38	24.4
26-30	61	39.1
31-35	21	13.5
36-40	22	14.1
More than 40	14	9.0
Total	156	100.0

As shown in Table 5, the most respondents were between 26-30 years old (39.1%), while 24.4% were 20-25 years old, 14.1% were 36-40 years old, 13.5% were 31-35 years old, and 9.0 % were more than 40 years old.

Table6. Education of the Respondents

Education	Frequency	Percent
High School	2	1.3
Vocational School	2	1.3
High Vocational School	21	13.5
Bachelor's degree	126	80.8
Above Bachelor's degree	5	3.2
Total	156	100.0

As shown in Table 6, the education of respondents mostly were bachelor's degree (80.8%), while 13.5% were high vocational school, 3.2% were above bachelor's degree and 2.6% were high school and vocational school.

Table7. Marital Status

Marital Status	Frequency	Percent
Single	119	76.3
Married	33	21.2
Separated/Divorced	4	2.6
Total	156	100.0

As shown in Table 7, most respondents were single (76.3%), next were married (21.2%) and Separated/Divorced made up only 2.6%.

Table8. Number of Children

Number of Children	Frequency	Percent
0 child	127	81.4
1 child	16	10.3
2 child	10	6.4
3 children	3	1.9
Total	156	100.0

As shown in Table 8, the most common number of children in respondents' families was 0 (81.4%), while 10.3% had 1 child, 6.4% had 2 children and 1.9% had 3 children.

Table9. Resident Area

Resident Area	Frequency	Percent
East BKK	39	25.0
North BKK	21	13.5
West BKK	34	21.8
South BKK	18	11.5
Perimeter	28	17.9
Total	140	89.7
Data Missing	16	10.3
Total	156	100.0

As shown in Table 9, the number respondents who live in eastern Bangkok were 25%, followed by western Bangkok (21.8%), Perimeter (17.9%), Northern Bangkok (13.5%) and Southern Bangkok (13.5%). There were no data entries for 10.3%.

Table10. How do Respondents Travel to Work?

Transportation	Frequency	Percent
Public Bus	82	52.6
Own transportation	20	12.8
MRT	4	2.6
BTS	27	17.3
others	23	14.7
Total	156	100.0

As shown in Table 10, most respondents traveled to work by bus (52.6%), followed by BTS (17.3%), own transportation (12.8%), MRT (2.6%). “Others” such as river boat and motorcycle were 14.7%.

Table11. How Long do You Take Time to Travel to Work?

Travel Time	Frequency	Percent
0-30 Mins	30	19.2
31-60 Mins	63	40.4
60-90 Mins	55	35.3
More than 90 Mins	7	4.5
Total	155	99.4
Data Missing	1	0.6
Total	156	100.0

As shown in Table 11, the most common traveling time of respondents was 31-60 minutes (40.4%), followed by 60-90 minutes (35.3%) while 0-30 minutes (19.2%), and more than 90 minutes (4.5%). There was one data entry missing.

Table12. Do You Take Your Children to School by Yourself?

Take Children to School	Frequency	Percent
YES	10	6.4
No	141	90.4
Total	151	96.8
Data Missing	5	3.2
Total	156	100.0

As shown in Table 12, 90.4% of respondents do not have responsibility for taking children to school while 6.4% do. There were data missing in five cases.

4.2 WORKING INFORMATION

The working information, from the questionnaires are summarized as follows:

Table13. Years of Work

Years of Work	Frequency	Percent
0-2 years	65	41.7
3-4 years	30	19.2
5-6 years	18	11.5
7-8 years	6	3.8
8-9 years	4	2.6
more than 10 years	33	21.2
Total	156	100.0

As shown in Table 13, 41.7% of respondents have been working with CRC 0-2 years, followed by more than 10 years (21.2%) 3-4 years (19.2%), 5-6 years (11.5%), 7-8 years (3.8%) and 8-9 years (2.6%).

Table14. Working Group

Working Group	Frequency	Percent
Supporting	41	26.3
Finance	47	30.1
Accounting	68	43.6
Total	156	100.0

As shown in Table 14, the working groups of respondents were accounting (43.6 %), followed by Finance (30.1%), while 26.3% were support staff.

Table15. Have Subordinate

Have Subordinates	Frequency	Percent
Yes	68	43.6
No	84	53.8
Total	152	97.4
Data Missing	4	2.6
Total	156	100.0

As shown in Table 15, 53.8% of respondents have subordinates and 43.6% do not have subordinates. There were no data entries for four respondents.

Table16. Current Flexible Working Hours Program

Current Flextime	Frequency	Percent
8:30-18:00	122	78.2
9:00-18:30	34	21.8
Total	156	100.0

As shown in Table 16, 78.2% of respondents had selected working hours of 08:30-18:00 and 21.8% had selected working hours of 9:00-18:30.

Table17. Reason for Choosing Working Time

Reason of Flexitime	Frequency	Percent
Your own needs	43	27.6
Characteristic of jobs	43	27.6
Boss decision	9	5.8
All above	60	38.5
Total	155	99.4
Data Missing	1	0.6
Total	156	100.0

As shown in Table 17, the reason for choosing working time depends on the boss' decision only 5.8% of the time while 27.6% were based on employees' needs only. A further 27.6% were based on the characteristic of the job only and 39% were based on all three reasons.

Table18. New Proposed Flexitime

Proposed Flexitime	Frequency	Percent
06:00-15:30	2	1.3
07:00-16:30	19	12.2
08:00-17:30	71	45.5
10:00- 19:30	28	17.9
Others	30	19.2
Total	150	96.2
Data Missing	6	3.8
Total	156	100.0

As shown in Table 18, 45.5% employees proposed for working times of 08:00-17:30 while 19.2% proposed for other times which not exist in questionnaire, 17.9% proposed working times of 10:00-19:30, 12.2% proposed working times of 07:00-16:30 and 1.3% proposed working times of 06:30-15:30. There were no data entries for six respondents.

4.3 ATTITUDES OF EMPLOYEES TOWARDS FLEXIBLE WORKING HOURS

The data presents in this part are the opinions and feelings of Employee towards Flexible Working Hours. The results are presented below.

Table19. Do You Agree With Flexible Working Hours Program Implementation in Your Company

Attitude#1	Frequency	Percent
Strongly Disagree	2	1.3
Disagree	6	3.8
Uncertain	18	11.5
Agree	97	62.2
Strongly Agree	32	20.5
Total	155	99.4
Data Missing	1	0.6
Total	156	100.0

As shown in Table 19, the majority (62.2%) of respondents agreed with Flexitime implementation in their company while 20.5% of respondents strongly agreed. However, 3.8% of respondents disagreed and 1.3% strongly disagreed. There were 11.5% of respondents who were still uncertain about the Flexitime program in their company. There was no data entry in one case.

Table20. Does the Flexible Working Hours Program Help Your Daily Working Attitude

Attitude#2	Frequency	Percent
Strongly Disagree	0	0.0
Disagree	7	4.5
Uncertain	40	25.6
Agree	90	57.7
Strongly Agree	18	11.5
Total	155	99.4
Data Missing	1	0.6
Total	156	100

As shown in Table 20, the majority (57.7%) of respondents agreed that Flexitime helps make their working attitudes better while 11.5% of respondents strongly agreed. However, while 4.5% of respondents disagreed, no one strongly disagreed. There were 25.6% of respondents who were still uncertain. There was no data entry in one case.

Table21. Flexible Working Hours Program Makes Absenteeism Decrease

Attitude#3	Frequency	Percent
Strongly Disagree	1	0.6
Disagree	11	7.1
Uncertain	48	30.8
Agree	80	51.3
Strongly Agree	16	10.3
Total	156	100.0

As shown in Table 21, the majority (51.3%) of respondents agreed that Flexitime helps absenteeism decrease while 10.3% of respondents strongly agreed. However, 7.1% of respondents disagreed, while one respondent strongly disagreed. There were 30.8% of respondents who were still uncertain.

Table22. Flexible Working Hours Help You Come to Work on Time

Attitude#4	Frequency	Percent
Strongly Disagree	1	0.6
Disagree	9	5.8
Uncertain	30	19.2
Agree	96	61.5
Strongly Agree	20	12.8
Total	156	100.0

As shown in Table 22, the majority (61.5%) of respondents agreed that Flexitime helps them arrive at work on time while 12.8% of respondents strongly agreed. However, there were 5.8% of respondents disagreed and one respondent strongly disagreed. There were 19.2% of respondents who were still uncertain.

Table23. Flexible Working Hours Program Makes Your Overtime Working Rate Decrease

Attitude#5	Frequency	Percent
Strongly Disagree	1	0.6
Disagree	12	7.7
Uncertain	67	42.9
Agree	62	39.7
Strongly Agree	10	6.4
Total	152	97.4
Data Missing	4	2.6
Total	156	100

As shown in Table 23, the majority (42.9%) of respondents were still uncertain about whether Flextime helps their working over time decrease while 39.7% of respondents agreed and 6.4% strongly agreed. However, 7.7% of respondents disagreed, one respondent strongly disagreed. There were missing data in four cases.

Table24. Flextime Helps You Travel to Work More Convenient

Attitude#6	Frequency	Percent
Strongly Disagree	4	2.6
Disagree	10	6.4
Uncertain	25	16.0
Agree	85	54.5
Strongly Agree	31	19.9
Total	155	99.4
Data Missing	1	0.6
Total	156	100

As shown in Table 24, the majority (54.5%) of respondents agreed that Flextime helps make their travel to work more convenient while 19.9% of respondents strongly agreed. However, 6.4% of respondents disagreed and 2.6% strongly disagreed. There were 16% of respondents who were still uncertain. There was missing data in one case.

Table25. You Feel Safer When Traveling Between Home and Workplace at Your Selected Working time

Attitude#7	Frequency	Percent
Strongly Disagree	2	1.3
Disagree	5	3.2
Uncertain	28	17.9
Agree	94	60.3
Strongly Agree	27	17.3
Total	156	100.0

As shown in Table 25, the majority (60.3%) of respondents agreed that they felt safer while 17.3% of respondents strongly agreed. However, 3.2% of respondents disagreed and 1.3% strongly disagreed. There were 17.9% of respondents who were still uncertain.

Table 26. You can Save Traveling Cost From Flexible Working Hours Program

Attitude#8	Frequency	Percent
Strongly Disagree	1	0.6
Disagree	30	19.2
Uncertain	50	32.1
Agree	59	37.8
Strongly Agree	16	10.3
Total	156	100.0

As shown in Table 26, the majority (37.8%) of respondents agreed that they can save traveling costs from Flextime while 10.3% of respondents strongly agreed. However, 19.2% of respondents disagreed and one respondent strongly disagreed. There were 32.1% of respondents who were still uncertain.

Table 27. Flexible Working Hours Program Helps You to Have More Time for Your Family

Attitude#9	Frequency	Percent
Strongly Disagree	1	0.6
Disagree	13	8.3
Uncertain	37	23.7
Agree	75	48.1
Strongly Agree	30	19.2
Total	156	100.0

As shown in Table 27, the majority (48.1%) of respondents agreed that they had more time for families because of Flextime while 19.1% of respondents strongly agreed. However, 8.3% of respondents disagreed and one respondent strongly disagreed. There were 23.7% of respondents who were still uncertain.

Table 28. Conflicts in the Family Decreased After You Joined the Flexible Working Hours Program

Attitude#10	Frequency	Percent
Strongly Disagree	1	0.6
Disagree	12	7.7
Uncertain	67	42.9
Agree	59	37.8
Strongly Agree	17	10.9
Total	156	100.0

As shown in Table 28, the majority (42.9%) of respondents were still uncertain about whether Flextime helps to reduce conflicts in families while 37.8% of respondents agreed and 10.9% strongly agreed. However, 7.7% of respondents disagreed and one respondent strongly disagreed.

Table29. Flexitime Creates Difficulties in Communication With Your Bosses Due to Different Working Times

Attitude#11	Frequency	Percent
Strongly Disagree	1	0.6
Disagree	37	23.7
Uncertain	67	42.9
Agree	33	21.2
Strongly Agree	17	10.9
Total	155	99.4
Data Missing	1	0.6
Total	156	100.0

As shown in Table 29, the majority (42.9%) of respondents were still uncertain about whether Flextime creates difficulties in communication with bosses, while 21.2% of respondents agreed that it did and 10.9% strongly agreed. However, 23.7% of respondents disagreed and 0.6% strongly disagreed.

Table30. Flexitime Creates Difficulties in Communication With Your Customers Due to Different Working Times

Attitude#12	Frequency	Percent
Strongly Disagree	2	1.3
Disagree	49	31.4
Uncertain	62	39.7
Agree	31	19.9
Strongly Agree	12	7.7
Total	156	100.0

As shown in Table 30, the majority (39.7%) of respondents were still uncertain about whether Flextime creates difficulties in communication with customers while 31.4 % of respondents disagreed that it did and 7.7% strongly agreed. However, there were 19.9% of respondents disagreed and 1.3% strongly disagreed.

Table31. Flexitime Creates Difficulties in Communication With Your Colleagues Due to Different Working Times

Attitude#13	Frequency	Percent
Strongly Disagree	2	1.3
Disagree	62	39.7
Uncertain	45	28.8
Agree	36	23.1
Strongly Agree	11	7.1
Total	156	100.0

As shown in Table 31, the majority (39.7%) of respondents disagreed that Flexitime creates difficulties in communication with colleagues while 1.3% of respondents strongly disagreed. However, 23.1% of respondents agreed that it did and 7.1% strongly agreed. There were 28.8% of respondents who were still uncertain.

Table32. Flexitime Creates Difficulties in Punch-in and Punch-out System

Attitude#14	Frequency	Percent
Strongly Disagree	4	2.6
Disagree	67	42.9
Uncertain	49	31.4
Agree	28	17.9
Strongly Agree	8	5.1
Total	156	100.0

As shown in Table 32, the majority (42.9%) of respondents disagreed that Flexitime creates difficulties in the punch-in and punch-out system and 2.6% strongly disagreed while 17.9% of respondents agreed and 5.1% strongly agreed. However, 31.4% of respondents were still uncertain.

Table33. Flexitime Creates Difficulties in Tracking or Verification of Punch-in and Punch-out

Attitude#15	Frequency	Percent
Strongly Disagree	4	2.6
Disagree	60	38.5
Uncertain	53	34.0
Agree	30	19.2
Strongly Agree	9	5.8
Total	156	100.0

As shown in Table 33, the majority (38.5%) of respondents disagreed that Flexitime creates difficulties in tracking/verifying punch-in and punch-out time, and 2.6% strongly disagreed while 19.2% of respondents agreed and 5.8% strongly agreed. However, 34.0% of respondents were still uncertain.

Table34. Do You Believe That Traffic Congestion Can Be Solved by Flexitime

Attitude#16	Frequency	Percent
Strongly Disagree	9	5.8
Disagree	16	10.3
Uncertain	41	26.3
Agree	74	47.4
Strongly Agree	16	10.3
Total	156	100.0

As shown in Table 34, the majority (47.4%) of respondents agreed that Flexitime can solve traffic congestion problems while 10.3% of respondents strongly agreed. However, 10.3% of respondents disagreed and 5.8% strongly disagreed, while 26.3% of respondents were still uncertain.

Table35. Two Flexitime Programs are Provided in Fast-CRC are Enough

Attitude#17	Frequency	Percent
Strongly Disagree	2	1.3
Disagree	25	16.0
Uncertain	66	42.3
Agree	53	34.0
Strongly Agree	10	6.4
Total	156	100.0

As shown in Table 35, the majority (42.3%) of respondents were still uncertain about whether the Flexitime programs in FAST-CRC are sufficiently while 34.0% of respondents agreed that they were and 6.4 % strongly agreed. However, 16.0% of respondents disagreed and 1.3% strongly disagreed.

Table36. Flexitime Should be Implemented in Other Companies

Attitude#18	Frequency	Percent
Strongly Disagree	2	1.3
Disagree	3	1.9
Uncertain	42	26.9
Agree	81	51.9
Strongly Agree	28	17.9
Total	156	100.0

As shown in Table 36, the majority (51.9%) of respondents agreed that Flexitime should be implemented in other companies and 17.9% of respondents strongly agreed, while 1.9% of respondents disagreed and 1.3% strongly disagreed. However, 26.9% of respondents were still uncertain.

Table37. Does the Residential Area of Employees Influence Their Attitude Towards Flexible Working Hours

Agree with Flexitime								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
East BKK	39	3.95	.759	.122	3.70	4.19	2	5
North BKK	20	3.90	1.119	.250	3.38	4.42	1	5
West BKK	34	4.00	.603	.103	3.79	4.21	2	5
South BKK	18	4.33	.485	.114	4.09	4.57	4	5
Perimeter	28	3.82	.963	.186	3.44	4.20	2	5
Total	139	3.98	.812	.069	3.84	4.11	1	5

Test of Homogeneity of Variances

Agree with Flexitime			
Levene Statistic	df1	df2	Sig.
3.374	4	134	.011

According to the Table 37, shows a p-value of less than 0.05 (0.011). This means that the residential area of employees influences attitudes towards Flexible Working Hours. Southern Bangkok is the group that most agrees with the Flexible Working Hours program.

Table38. Does Working Group Influence Selected Working Times

working time								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Supporting	41	1.27	.449	.070	1.13	1.41	1	2
Finance	47	1.13	.337	.049	1.03	1.23	1	2
Accounting	68	1.25	.436	.053	1.14	1.36	1	2
Total	156	1.22	.414	.033	1.15	1.28	1	2

Test of Homogeneity of Variances

working time			
Levene Statistic	df1	df2	Sig.
8.191	2	153	.000

According to the Table 38, show a p-value of less than 0.05(0.00). This means that working group influences the selected working times. The finance group tended to select earlier working times early than other group.