

CHAPTER FIVE

CONCLUSIONS, DISCUSSIONS AND RECOMMENDATIONS

This chapter presents a summary of the study, a summary of the findings, a discussion of the attitudes of employees towards Flexible Working Hours, conclusions and recommendations for further research

5.1 SUMMARY OF THE STUDY

5.1.1 Objectives of the Study

The objectives of this study were to study the attitudes of employees in the FAST Group towards the Flexible Working Hours system, which has been implemented for 1 year.

5.1.2 Subjects, Materials and Procedures

5.1.2.1 Subjects

The sample group of the study consisted of 156 employees from three sections of FAST group, CRC. 200 questionnaires were distributed. 50 to the supporting group, another 50 to the finance group and 100 to the accounting group.

5.1.2.2 Materials

The instrument used in this study was a closed-ended and opened-ended questionnaire. To prevent misunderstanding, the questionnaire was translated into Thai. The questionnaire contained 33 questions divided in 3 parts. The first part recorded personal information, the second part working information and the third part attitudes of employees towards Flexible Working Hours.

5.1.2.3 Procedures

The data were collected using a stratified sampling method. There were collected during the period January 04- January 19,2007 at FAST group of CRC. Questionnaires were distributed during January 04-January 05,2007 and collected back when complete during January 04-January 19, 2007. 156 questionnaires were returned.

5.2 SUMMARY OF THE FINDINGS

The results of the study can be summarized as follows:

5.2.1 Personal Information

There was a total of 156 respondents in the study, 37 respondents were male and 117 respondents were female. The majority of respondents were 26-30 years old. Most employees graduated with a bachelor's degree. Almost three quarters of employees were single. The majority of employees lived in Eastern Bangkok. The respondents mostly traveled between home and workplace by bus. And almost half of them took 31 to 60 minutes for traveling.

5.2.2 Working Information

The majority of respondents worked in accounting group(44%). Most of respondents had been working with the FAST group for 0-2 years. 45% of them have subordinates. More than three quarters of respondents selected working times between 8:30AM- 6:00PM. The reasons for selecting working time were based on their own needs, characteristic of their jobs and boss decision.

5.3.2 Employees' attitudes towards Flexible Working Hours

The majority of respondents agree with the Flexible Working Hours system in their company. However, almost half of respondents proposed new working times of 08:00AM-05:30PM. The majority of respondents believe that Flextime can solve traffic congestion problems and help them get to work on time. A majority of them also agree that Flextime makes their absenteeism rate decrease. More than half of respondents agree that Flextime makes their travel to work more convenient and safe. Almost half of respondents accept that they have more time with their family after choosing flexible working hours but they are still uncertain that Flextime can reduce conflict in families. Most respondents disagree or are uncertain about whether Flextime creates difficulties in communication in the workplace and also disagree on whether Flextime makes difficulties in the punch-in punch-out system. The majority of respondents support the idea that Flextime should be applied in other companies in Thailand. There are correlations between working group and selected working time by the finance group tend to work earlier than the accounting and support groups. Respondents who live in the southern area of Bangkok tend to agree with Flextime more than those living in other areas.

5.3 DISCUSSIONS

The discussion of this study of the attitude of employees at FAST group of Central Retails Corporation (CRC) toward Flexible Working Hours system can be divided into 2 categories:

5.3.1 General Information of Respondents

There were a total of 156 respondents in the study. The number of male was 39 and female is 117, referring the fact that this organization has high number of female employees. The majority age of employees was between 26-30 years old (39%). Most employees graduated with a bachelor's degree, because this is the requirement of the organization. 76% of respondents were single, and 81 % of respondents did not have children in their family. The majority of employees lived in Eastern Bangkok. They mostly traveled between home and workplace by bus, which was the most convenient transportation in Bangkok. Almost half of respondents work in the accounting group (44%). Most respondents have been working with FAST for 0-2 years. 78 % of respondents selected working hours of 8:30AM- 06:00PM.

5.3.2 Employees' Attitudes Towards Flexible Working Hours

5.3.2.1 The majority of respondents agreed with the Flexible Working Hours program in their company. They also agreed that Flexible Working Hours help decrease absenteeism, which is in line with the study of Ralston which found absenteeism and turnover went down and stayed down one year after the introduction of Flextime (Ralston, Anthony, and Gustafan,1985). Moreover; the respondents agree that Flextime allows them to get to work on time and with more convenient. The employees also felt that the Flextime do their working mood better which reflects the study of Messerschmitt-Bolko-Blohm which showed that there were 65 percent of respondents felt that working conditions were much better as a result of flexible Working Hours (Messerchmitt-Bolko-Blohm, 1969).

5.3.2.2 Even though most of employees agree that Flextime gives them more time with their family, they felt uncertain that it can solve conflicts in family which it contrasts with the study of Messerschmitt-Bolko-Blohm, in which most respondents agreed that Flextime gives a better balance of work and private life.

5.3.2.3 A majority of respondents felt uncertain that Flextime creates difficulties in communication between bosses, customers, and colleagues while 30%

agreed that Flextime creates difficulties in communication which is in line with the study of Messerschmitt-Bolko-Blohm that found that some percent of respondents (79 persons) saw disadvantages in reduced time available for communication during flexible hours.

5.4 CONCLUSIONS

The following conclusions can be drawn from the discussion and findings

5.4.1 The employees at FAST group agree with Flexible working hours in their company as they feel that the Flextime helps their working mood and makes their absenteeism decrease; moreover, it helps them get to work on time and makes travel between home and workplace more convenient. It also solves traffic congestion problems.

5.4.2 The respondents believed that Flextime did not affect to communication in the workplace between bosses, colleagues and customers.

5.4.3 Most employees were uncertain of exist program of working hours in their company. They proposed a new program of Flextime-- that is 8:00PM – 05:00 PM.

5.5 RECOMMENATIONS FOR FUTURE RESEARCH

Based on the findings and conclusion of the study of the employees' attitudes towards Flexible Working Hours “ a case study in FAST group, Central Retails Corporation, the following recommendations are made for future research.

5.5.1 Due to a limit a tons of time, the sample was taken in only one company. The future studies should cover a variety of Flextime in other companies which provide different programs, to study more patterns of Flexible Working Hours.

5.5.2 Although 80% of respondents agree with the Flexible Working Hours system, 20% of respondents are still uncertain or disagree with it. Future studies should examine why they disagree. Then, the company which would like to implement Flextime can take account of those findings.

5.5.3 Although most of respondent agree that Flextime gives them more times with their families, the respondents are still uncertain about whether Flextime could reduce conflicts in the families. Future studies should examine in the details of

other factors related to family conflicts. This will be useful for working women who have to balance their lives and their works.