

The impact of Flexible Working Time on Employees' Work-Life
Balance: A Case Study of A Kitchenware Manufacturing
Company.



Miss Panisra Turakijkajohn

จุฬาลงกรณ์มหาวิทยาลัย
CHULALONGKORN UNIVERSITY

An Independent Study Submitted in Partial Fulfillment of the
Requirements
for the Degree of Master of Arts in Labour Economics and Human
Resource Management
Field of Study of Labour Economics and Human Resource Management
FACULTY OF ECONOMICS
Chulalongkorn University
Academic Year 2019
Copyright of Chulalongkorn University

การศึกษาผลกระทบของชั่วโมงทำงานที่ยืดหยุ่นต่อสมดุลระหว่างงานและชีวิตของพนักงาน
กรณีศึกษาบริษัทผลิตอุปกรณ์เครื่องครัว



สารนิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต
สาขาวิชาเศรษฐศาสตร์แรงงานและการจัดการทรัพยากรมนุษย์ สาขาวิชาเศรษฐศาสตร์แรงงานและ
การจัดการทรัพยากรมนุษย์
คณะเศรษฐศาสตร์ จุฬาลงกรณ์มหาวิทยาลัย
ปีการศึกษา 2562
ลิขสิทธิ์ของจุฬาลงกรณ์มหาวิทยาลัย

Independent Study Title	The impact of Flexible Working Time on Employees' Work-Life Balance: A Case Study of A Kitchenware Manufacturing Company.
By	Miss Panisra Turakijkajohn
Field of Study	Labour Economics and Human Resource Management
Thesis Advisor	Assistant Professor SINEENAT SERMCHEEP

Accepted by the FACULTY OF ECONOMICS, Chulalongkorn University in Partial Fulfillment of the Requirement for the Master of Arts

INDEPENDENT STUDY COMMITTEE

.....	Chairman
(Assistant Professor JESSICA VECHBANYONGRATANA)	
.....	Advisor
(Assistant Professor SINEENAT SERMCHEEP)	
.....	Examiner
(Associate Professor DANUPON ARIYASAJJAKORN)	



จุฬาลงกรณ์มหาวิทยาลัย
CHULALONGKORN UNIVERSITY

ปาณิสรา ชูรกิจจร : การศึกษาผลกระทบของชั่วโมงทำงานที่ยืดหยุ่นต่อสมดุลระหว่างงานและชีวิตของพนักงาน
 กรณีศึกษาบริษัทผลิตอุปกรณ์เครื่องครัว. (The impact of Flexible Working Time on
 Employees' Work-Life Balance: A Case Study of A Kitchenware
 Manufacturing Company.) อ.ที่ปรึกษาหลัก : ศศ.สินีนานู เสริมชีพ

การศึกษานี้มีวัตถุประสงค์เพื่อตรวจสอบผลกระทบของเวลาทำงานที่ยืดหยุ่นต่อความสมดุลระหว่างชีวิตและ
 การทำงานของพนักงานในกรณีศึกษา บริษัทผลิตเครื่องครัวในกรุงเทพมหานคร โดยใช้ข้อมูลจากพนักงาน 104 คนใน บริษัท
 ผลิตเครื่องครัวในกรุงเทพมหานครระหว่างเดือนมิถุนายน 2563 โดยผลการศึกษา แสดงให้เห็นว่าการรับรู้เกี่ยวกับเวลาทำงาน
 ที่ยืดหยุ่นมีผลกระทบเชิงบวกและสำคัญต่อความสมดุลระหว่างการทำงานและชีวิตของพนักงาน และเมื่อจำแนกพนักงานเป็น
 สองกลุ่มย่อยตามอายุของพนักงาน พบว่าการรับรู้เกี่ยวกับความยืดหยุ่นของเวลาทำงานมีผลในเชิงบวกต่อสมดุลชีวิตการทำงาน
 ของพนักงานที่มีอายุมากกว่า 30 ปี ดังนั้น บริษัทควรให้เวลาการทำงานที่ยืดหยุ่นเพื่อเพิ่มความสมดุลระหว่างการทำงานและ
 ชีวิตของพนักงาน



จุฬาลงกรณ์มหาวิทยาลัย
 CHULALONGKORN UNIVERSITY

สาขาวิชา	เศรษฐศาสตร์แรงงานและการจัดการ ทรัพยากรมนุษย์	ลายมือชื่อนิสิต
ปีการศึกษา	2562	ลายมือชื่อ อ.ที่ปรึกษาหลัก

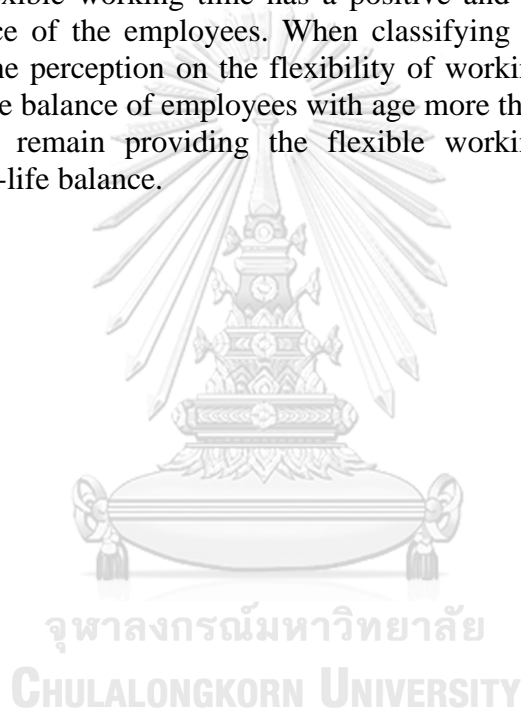
6284042829 : MAJOR LABOUR ECONOMICS AND HUMAN RESOURCE MANAGEMENT

KEYWORD Flexible working time, Work life balance

D:

Panisra Turakijkajohn : The impact of Flexible Working Time on Employees' Work-Life Balance: A Case Study of A Kitchenware Manufacturing Company.. Advisor: Asst. Prof. SINEENAT SERMCHEEP

The objective of this study is to examine the effect of flexible working time on the employees' work-life balance in case of a kitchenware manufacturing company in Bangkok by using data from 104 employees in a kitchenware manufacturing company in Bangkok during June 2020. The result shows that the perception on flexible working time has a positive and significant impact on the work -life balance of the employees. When classifying employees into two sub-groups by age, the perception on the flexibility of working time only has positive effect on work life balance of employees with age more than 30 years old. Thus, the company should remain providing the flexible working time to increase the employees' work-life balance.



Field of Study: Labour Economics and
Human Resource
Management

Academic
Year: 2019

Student's Signature

.....

Advisor's Signature

.....

ACKNOWLEDGEMENTS

First, I would like to express my sincere gratitude to my advisor Asst. Prof. Sineenat Sermcheep for giving the value time to support, encouragement and expert advice throughout this study. Moreover, I would like to thanks all participants 104 people in a kitchenware manufacturing company to take part in this study. Finally, I would like to thank my family and friend to supporting and cheering me

Panisra Turakijkajohn



TABLE OF CONTENTS

	Page
.....	iii
ABSTRACT (THAI)	iii
.....	iv
ABSTRACT (ENGLISH).....	iv
ACKNOWLEDGEMENTS.....	v
TABLE OF CONTENTS.....	vi
List of Figures.....	viii
Chapter 1.....	1
Introduction.....	1
Chapter 2.....	2
Literature Review.....	2
Chapter 3.....	7
Data and Methodology.....	7
3.1 Conceptual Framework.....	7
3.2 Data and Methodology.....	8
3.3. Hypothesis.....	9
Table 3.2: Hypothesis.....	9
Chapter 4.....	11
Result.....	11
4.1 Overall Result.....	11
Table 4.1: Descriptive Statistic and frequency.....	11
Table 4.2: Data’s descriptive Statistic and frequency.....	12
Table 4.3: Data’s descriptive Statistic and frequency.....	12
Table 4.4: Data’s descriptive Statistic and frequency.....	12
4.2 Result.....	15

Table 4.2: Overall result on the feeling about the flexible working time	15
Table 4.3: Result of Age 30-year old or less on the feeling about the flexible working time.....	17
Table 4.4: Result of Age more than 30-year old on the feeling about the flexible working time.....	18
4.3 Result of Employees' Recommendation	18
Chapter 5	21
Conclusion and Suggestion.....	21
5.1 Conclusion.....	21
5.2 Suggestion	22
REFERENCES	24
VITA.....	27



List of Figures

	Page
Figure 1 :Employees' benefits of work-life balance.....	4
Figure 2: Organizational outcomes from benefits of work-life balance.	5
Figure 3: Conceptual Framework	7
Figure 4: The relationship between the feeling about flexible working time and work-life balance.	13
Figure 5: The relationship between the feeling about flexible working time and work-life balance on employee who age 30-year old or less.	14
Figure 6: The relationship between the feeling about flexible working time and work-life balance on employee who age more than 30-year old.....	14
Figure 7: The scoring of the 3 choices of recommendation as the flexible working time, the flexible working place and the compressed working hour.....	19

Chapter 1

Introduction

Nowadays, people who work in a big city like Bangkok have a life in a fast line with higher responsibility. A flexibility is an important part of work and time arrangement because the flexibility can help the employee use the time with the highest utility in their life with the work-life balance.

A flexible arrangement can affect employees' work-life balance and it will increase employee satisfaction. (Ahmad, Idris, & Hashim, 2013) mentions that the flexible working schedule has an impact on employees by allowing them to perform their work in a comfortable, peaceful and less stress condition. The flexible arrangement helps the employee to desire their work schedule and/ or workplace. The employee can choose to work at the cafe or in the office. On the other hand, the employees can organize work and schedule under their working style.

One of the aspects in the flexible arrangement is flexible working time. The flexible working time means that employees can organize a time to start and end their works within the number of hours their employer set up. For example, the employee can start working at 9 o'clock to avoid the traffic. Flexible working time can be a new working lifestyle in the future. It can increase employees' satisfaction and consequently, increase performance. Lastly, the flexibility help company to decrease a turnover rate.

Bangkok is one of the top-rank cities which have heavy traffic jam problem. Many people waste their time in traveling, at less one or two hours especially in the rush hour. The traffic is worse at around 8 o'clock in the morning and 6 o'clock in the evening. Some people choose to take public transportation such as MRT or BTS to save time. Specifically, the Sukhumvit road is one of many roads facing serious traffic jam problem. Because this area is a popular and golden area of the office building, resident, shopping mall and hotels. Many salarymen have to go to work early and go home before dark to avoid the traffic jam around their office area.

Thus, this study uses a kitchenware manufacturing company in Bangkok which locates on the Sukhumvit area as a case study to examine the effect of a perception on flexible working time on employees' work-life balance. This case study is interesting because there is an issue on the employees' work-life balance, especially in the front-department which are marketing department, and research and product design department.

Chapter 2

Literature Review

2.1 Theoretical Framework

Flexible Working Arrangement and Flexible Working Time

(Edwards & Rothbard, 2000) said that time is the limited resource. Time is a constraint for workers because they have to allocate time between work and personal life. When the resource is used in one activity, it reduces available time for other activities. For example, when you finish your work task on time, you can choose only one activity after you finish your work between going home and spending time with you family or going to the gym. Thus, it is an important to arrangement your time wisely.

“Flexible Working Arrangement” or “Flexible Working Schedule” is an arrangement which has flexibility for employee on working such as part-time work, leaving, compressed workweek, flexible workplace or job-sharing. (Weeden, 2005) said that the flexible work arrangement is an employment situation which employee can control time or the location of their workplace. So, the employee can handle their work schedule to fit with their demand. (Almer, Cohen, & Single, 2003) mentions that the flexible working arrangement may facilitate the employee to work efficiently and increase the amount of the time they spend with their family. In the same way,

(Dizaho, Salleh, & Abdullah, 2017) said that the flexible working arrangement can encourage employee to balance their work and personal life. Therefore, you can manage your activities after working when you know your work schedule and have enough time to leisure.

“Flexible Working Time” is one component of the flexible working arrangements. It means that the employer can desire their working time by choosing the time to start working or go home as they do not have a time set for working. (Subramaniam, Overton, & Maniam, 2015) also mentions that the flexible working time is an alternative to the traditional “9-to-5” workday, the standard workweek, or the traditional workplace. The flexibility of working time can be related to the work-family balance or the work-life balance. (Thorntwaite, 2004) said that the flexible working time would help the employee to manage or arrange the time for making the highest utility in personal life. Similarly, (Koekemoer & Downes, 2011) mentions that the flexible time help employee to achieve and maintain the balance in work and personal life. The employee can manage responsibility and control in their work and life. For example, the employee can come to office early and go home before normally working time for avoiding the traffic.

Work-Life Balance

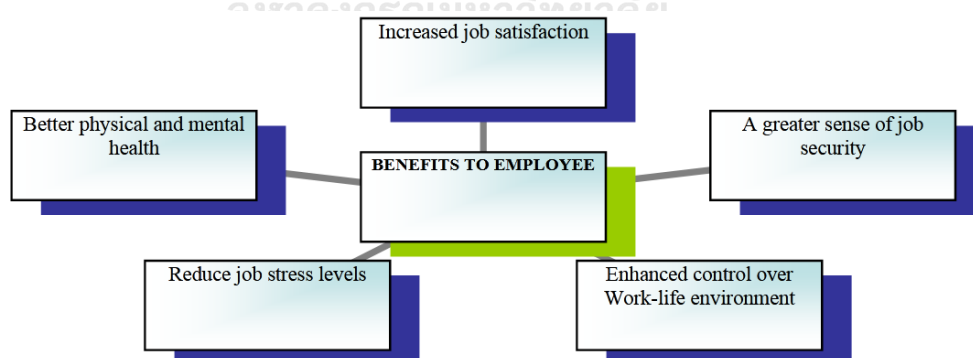
WLB is a concept of the balance between an individual's work and personal life (Yusuf, 2018). The work-life balance consists of two keywords which are “Work” which relates to ambition and career and “Life” which relates to family, health and pleasure. The broader concepts are “lifestyle calm balance” and “lifestyle choices”. (Thorntwaite, 2004) mentions that the balance between work and family involves the level that you can handle both work and family combining together. For example, most of the parent who does not work on flexible time, they cannot take their children to school by themselves because they need to go to the workplace on time. So, they have to use a school bus to take their kids to school instead. From this, the parent must weigh the responsibility and time between work and family as the balance for both.

Benefit of work-life balance

The work-life balance results in various benefit to employee and it also has impact on organization. The work-life balance can increase employees' satisfaction, promote employee to higher level, improve employee's productivity and motivation, decreasing illness and lower turnover rate or decreasing employees' retention

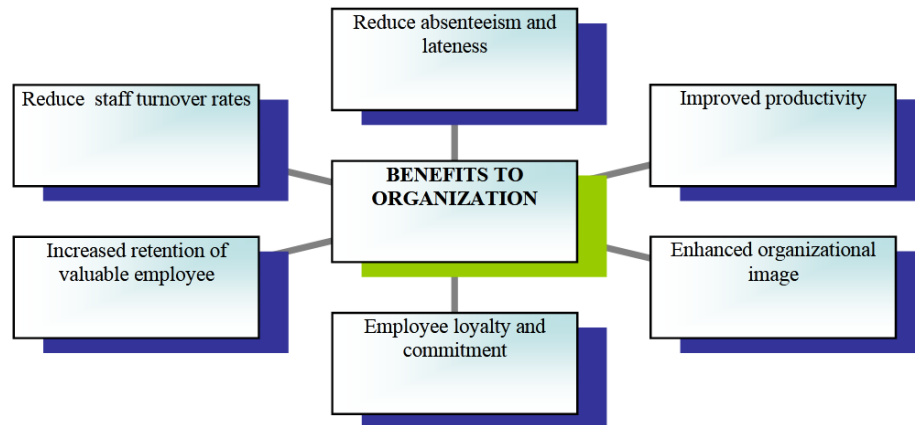
(Lockwood, 2003). (Byrne, 2005) said that the benefit on the employees' side has many dimensions. It is not only increasing more motivation, performance and being happier in workplace. But it also leads to the better relationship with others, reduces or avoids conflict at home and has the greater control on their working life. Similarly, (Lazar, Osoian, & Ratiu, 2010) explain about the benefit of the work-life balance for both company and employees. It has direct positive impact to employees' attitude and awareness. For the employees' advantage, the better work-life balance helps to increase job satisfaction and job security, reduce stress from job, have better health, both physical and mental health. Lastly, all of the work-life balance advantage will lead to better organization's performance and their image and saving direct and indirect cost from organization's operation. For example, it can decrease cost on training new employee because of increasing in employees' retention.

Figure 1 :Employees' benefits of work-life balance



Source: (Lazar et al., 2010)

Figure 2: Organizational outcomes from benefits of work-life balance.



Source: (Lazar et al., 2010)

2.2 Empirical Evidence

There are many studies about the flexible working arrangement and the work-life balance. Most of the studies examine the effect time arrangement or the flexible benefit such as flexible workplace or healthcare with the employees' satisfaction. But it has a few studies about the relationship between the flexible working time and the work-life balance benefit.

The relationship between the flexible arrangement and the work-life balance has meaningful and correlated evidence. (Shagvaliyeva & Yazdanifard, 2014) study the impact of the flexible working hours on the work-life balance and find that the flexible working hour brings a benefit to both employer and employee. In the same ways, (Russell, O'Connell, & McGinnity, 2009) study the impact of flexible working arrangement on work-life conflict and work pressure with data from a survey of employees in Ireland in 2003. The result shows that the part-time work and flexible working time which is a part of the working arrangement have tended to reduce work pressure and the work-life conflict. The part-time job is the best opportunity for the work-life balance because of flexible working time.

Moreover, (Hayman, 2009) studies the relationship between the flexible working schedule and the work-life balance by using the survey data from the university's administrative employee in Western Australia. He shows that the flexible working time has highly significant to the work-life balance in the employees who work with a flexible hour than the employees who work with the fixed hour. Besides, he found that an individual schedule has a positive impact on the employees' work-life balance which is a combination of work, family, and personal life. In other words, the flexible benefit and flexible arrangement help to decrease stress and increasing employees' well-being and satisfaction.

Other researchers study the relationship between the flexible working arrangement and employees' satisfaction. They also found evidence on the flexibility benefit with the work-life balance in a positive sign, especially in a female employee. For example, (Subramaniam et al., 2015) studies the flexible work arrangement and work-life balance in women in Malaysia with data from a survey in the service industry in the central business hub. They show that the flexible working arrangement has a positive effect on the well-being of female employees and it leads to work-life balance.

(Krausz & Freibach, 1983) study the effects of flexible working time for female employees' satisfaction, strains, and absenteeism as the flexible working time schedule has an advantage for married women or mother. They use the survey on women employed in an insurance company in Israel. Their result shows that the absenteeism rate is lower significantly in the flexible working time than fixed working time, and both married women and those with children also have a lower rate in absenteeism when they are under the flexible working schedule. So, they suggest that the organization must apply the flexible schedule for the married female employee, especially those who are mothers to increase employee satisfaction. On the other hand, the male employees need a lower demand of the flexibility benefits or the flexible working arrangement than the female employee, because female employees have a responsibility to take care her families and children.

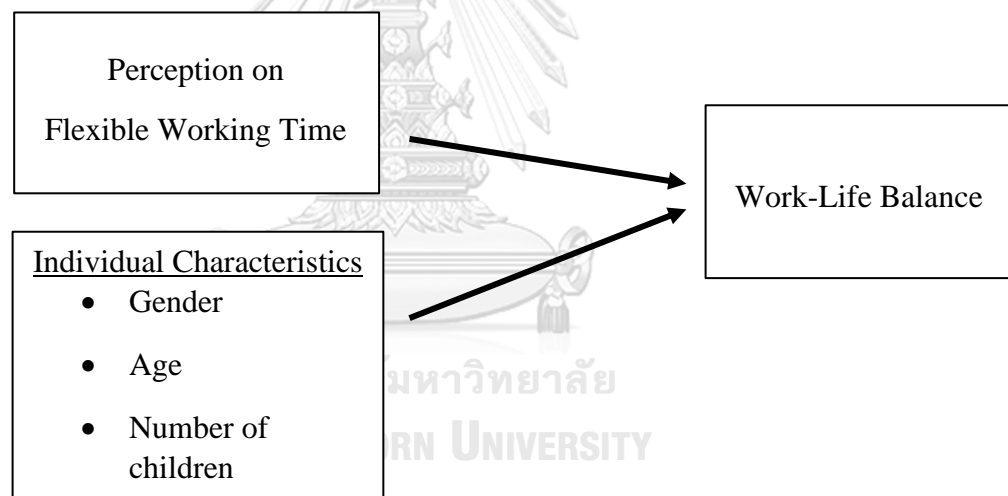
Chapter 3

Data and Methodology

3.1 Conceptual Framework

This study examines relationship between a perception on the flexible working time and employee's work-life balance. The work-life balance is dependent variable. The independent variables are the perception on the flexible working time and individual characteristics of the employees.

Figure 3: Conceptual Framework



Source: Author

This conceptual framework shows that the perception on the flexible working time and the individual characteristics have impact on work-life balance. The main factor is a perception on flexible working time which is measured by the questionnaire about “How the flexibility is your working time”. Another factor which also affects the work-life balance is the individual characteristics such as gender, age, and number of children.

This study considers a case of a kitchenware manufacturing company in Bangkok, Thailand to examine the relationship between the perception on the flexible working time and the work-life balance. Because this company locates in Sukhumvit district which is on one of the most traffic jam roads in Bangkok, Thailand. Many employees have faced problem with transportation and time which make them go to the office late. Moreover, the employees who live in suburb use longer times to commute to an office. Thus, the flexible working time can be a solution for this problem. It also affects employees' satisfaction and their performance.

3.2 Data and Methodology

This study collects primary data by using the questionnaire. The sample is selected by the snowball sampling method and get 104 employees in a kitchenware manufacturing company in Bangkok, Thailand. The questionnaire has 3 parts:

Part 1 asks about the personal information such as gender, age, department, salary, working time and travel time etc.

Part 2 asks about a perception on flexible working time with 5 scales (strongly disagree - strongly agree). The question has 2 questions; "I can change or adjust my schedule to fit with my life." and "It is easier to adapt my schedule when I work outside the office.". These 2 questions measure the perception on the flexible working time which reflect to how much the flexible working time is.

Part 3 asks about the work-life balance with 5 scales (strongly disagree - strongly agree). The work-life balance questionnaire is derived from (Fisher-McAuley, Stanton, Jolton, & Gavin, 2003). The questionnaire shows the high score means high work or the personal life enhancement, higher levels of work or personal life enhancement. These are associated with higher levels of work-life balance.

Model specification

This paper focuses on the effect of a perception on flexible working time on employees' work-life balance. The flexible working time measures the employees' perception on working time flexibility. The model is analyzed by using SPSS program. The model is estimated to test the effect of the main variable as the perception on the flexible working time on the work-life balance. And then test testing 6 control variables by adding one variable in each model.

Model

$$WLB_i = \beta_0 + \beta_1 FWT_{it} + \beta_2 X_i + \varepsilon_i$$

where

- WLB is Work-life balance, ranging from 1-5 score where 1 = the lowest level of the work-life balance and 5 = the highest level of the work-life balance.
- FWT is a perception on flexibility of working time
- X is a control variable; Gender, Age, Department, Marital status, Working time and Travel hour, where as
- ε is the error term.
- With subscript i as individual characteristic.

3.3. Hypothesis.

Table 3.2: Hypothesis

Variable	Expected sign	Hypothesis
Flexible working Time	+	Flexible working time has positive effect on the work-life balance because it allows employee to arrange time and leisure.
Gender	+	Female employee has positive effect on the work-life balance more than male.

Age	+	Middle age lifetime employee has a positive effect on the work-life balance.
Department	+	Marketing, Sale, and product design department has positive sign and has more work-life balance than others department because of the flexible working time.
Marriage (Single or Marriage)	+	Based on (Krausz & Freibach, 1983), the flexibility makes the married women have more satisfaction.
Number of working hours	-	Increasing working hour decreases work-life balance.
Travelling Hour	-	Based on the distance, employee who live far from the office that employee has lower work-life balance. Because they are waste time on the traffic.

Source: Author.

So, the hypothesis shows a sign in the perception on the flexible working time and the individual characteristic. All variables have a positive effect on the work-life balance. Only the coefficients of number of working hour and the traveling hour are negative. According to (Holly & Mohnen, 2012), the reason for the negative effect is that most of the employees want to reduce working hours. Thus, the longer working hour leads to lower employees' satisfaction. It means the employee spend more time during travel to the office, it affects the work-life balance by increasing stress and bad mood.

Chapter 4

Result

4.1 Overall Result

This paper examines the effect of flexible working time on work-life balance by using the questionnaire to collect data from employees in a kitchenware manufacturing company in Bangkok. Total respondents are 104 person which are classified by the gender into two groups: Male = 26 person, and Female = 78 person.

For department, this paper uses the number of the working outside the office for separate as the front- office which are marketing, sale and product design = 58 person and the back-office which are accounting, finance, IT, human resource and others = 46 person. Because the employees who work at the front-office section can work outside office and have more flexibility on working time. The employee can manage time for working on each job and focus on overall performance. The table 4.1, 4.2, 4.3 and 4.4 show the descriptive statistic and the frequency of the data.

Table 4.1: Descriptive Statistic and frequency.

Descriptive Statistics					
	Total	Min	Max	Mean	Std. Deviation
WLB	104	2.00	4.56	3.2663	.53428
FWT	104	1	5	3.31	.933
AGE	104	21	60	31.88	8.551
Number of children	104	0	3	.25	.635
Working hour	104	5	14	8.34	1.077
Traveling hour	104	.15	3.00	.8938	.53985

Source: Author

For dummy variable, this paper use dummy variable for Gender (0 = Male and 1 = Female) and Department (0 = Front Office and 1= Back Office).

Table 4.2: Data's descriptive Statistic and frequency.

		Department			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	58	55.8	55.8	55.8
	1	46	44.2	44.2	100.0
	Total	104	100.0	100.0	

Source: Author

Table 4.3: Data's descriptive Statistic and frequency.

		Marital Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	84	80.8	80.8	80.8
	1	20	19.2	19.2	100.0
	Total	104	100.0	100.0	

Source: Author

Table 4.4: Data's descriptive Statistic and frequency.

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	28	25.0	25.0	25.0
	1	78	75.0	75.0	100.0
	Total	104	100.0	100.0	

Source: Author

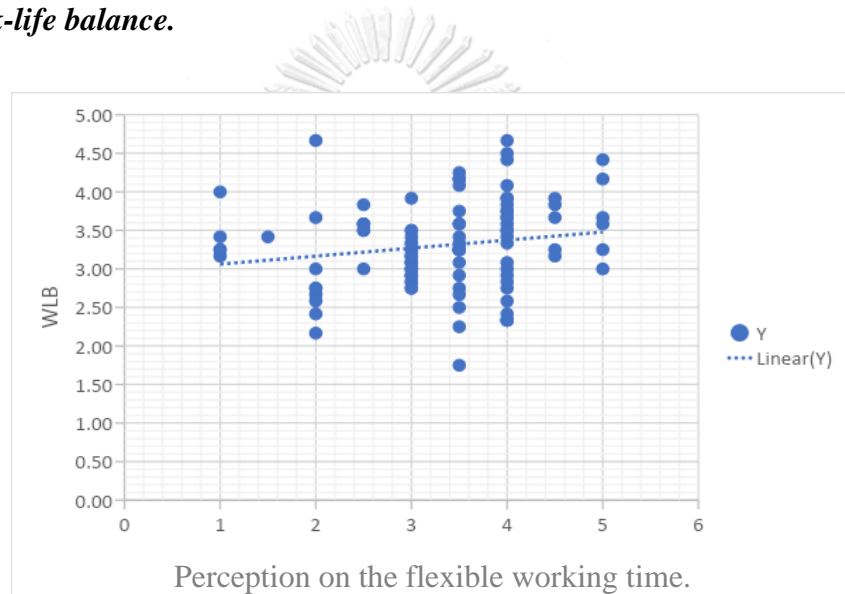
Note: All Figure and Table have only 2 digits as in the previous correction.

Figure 4.1 shows a positive correlation between the perception on the flexible working time and the work-life balance. This means that the perception on the flexible working time has an impact to the work-life balance on the employees. And the

higher perception on the flexible working time can increase the better employees' work-life balance.

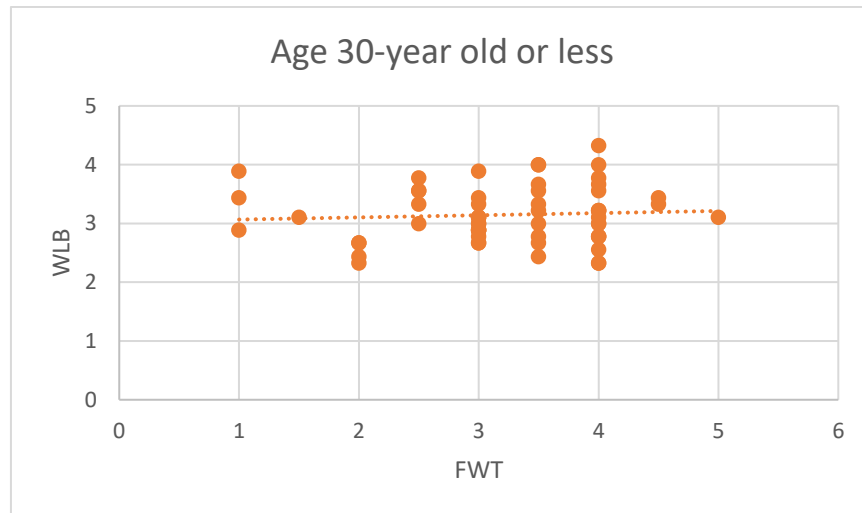
Figure 4.2 and 4.3 show the distribution on the perception on flexible working time. It shows that the perception on the flexible working time has an effect to the work-life balance in both graphs. But from Figure 4.3, the correlation is higher than Figure 4.2. It means the employees who are more than 30-year old has the higher effect between the perception on the flexible working time and the work-life balance.

Figure 4: The relationship between the feeling about flexible working time and work-life balance.



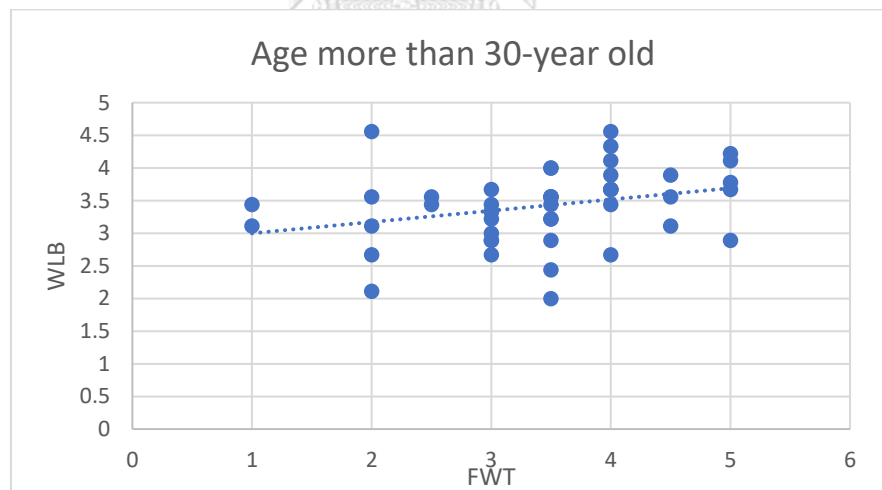
Source: Author

Figure 5: The relationship between the feeling about flexible working time and work-life balance on employee who age 30-year old or less.



Source: Author

Figure 6: The relationship between the feeling about flexible working time and work-life balance on employee who age more than 30-year old.



Source: Author

4.2 Result

This section shows the results from the multiple regression analysis. The data of 104 employees a kitchenware manufacturing company in Bangkok are used to examine the impact of the perception on the flexible working time on employees' work-life balance. For overall case, Table 4.2 shows that the more perception on the flexible working time can lead to better employees' work-life balance. The coefficients of perception on flexible working time are positive and significant in all seven models with value ranging from 0.093 to 0.122. This shows the consistent results across the model specifications.

For the control variables, this study examines the individual characteristics namely gender, age, marital status, and department, as well as working hours and travelling time. The result shows that these variables, except age, have no effect on employees' work-life balance. Age is the only one variable that has positive impact on the work-life balance, with a significant coefficient of 0.013. This means that the older employees in this kitchenware manufacturing company tend to have higher balance between work and life.

Table 4.2: Overall result on the feeling about the flexible working time

	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
FWT	0.118** (0.55)	0.114** (0.055)	0.093* (0.056)	0.112** (0.056)	0.115* (0.055)	0.097* (0.057)	0.122** (0.056)
Gender		-0.152 (0.119)					
Age			0.013** (0.006)				
Marital Status				0.091 (0.133)			
Dept					-0.136 (0.103)		
Working Hour						-0.066 (0.050)	
Travel Time							-0.077 (0.096)
R-Square	0.042	0.058	0.082	0.028	0.058	0.059	0.029
Total	104	104	104	104	104	104	104

Dependent Variable: Work-life balance

Notes: Standard errors are in parenthesis.

*** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$

Source: Author

For the group of employees who age of 30-year old or less, Table 4.3 shows that the flexible working time does not affect employee's work-life balance. The coefficient of the perception on the flexible working time are not significant. It means the perception on the flexible working time does not affect to the work-life balance. In other words, work-life balance does not increase when the perception on the flexible working time increases.

The reason comes from the nature of Generation, as majority of this group is in Gen Y or Gen millennial. (Rajput, Marwah, Balli, & Gupta, 2012) said that Gen Y obsesses with career development. So, the employees in this generation like the challenge work that they show their skill or new idea. They are hard-workers, fast learners and they always look for opportunity which answer their lifestyle. In the same way, (Ng, Schweitzer, & Lyons, 2010) said that the Millennials expectation on their first job are on the increase in salary and to be promoted which is opportunity for challenge. They also consider flexible working time when they make decision on job.

The only factor that affects the work-life balance of the employees with age of 30-year old or less is department. The result from Model 11 shows that employees from back-office group such as finance, accounting, human resources, and others have lower work-life balance level than those in the front-office such as marketing, sales, and product design.

Table 4.3: Result of Age 30-year old or less on the feeling about the flexible working time.

	Model 8	Model 9	Model 10	Model 11	Model 12	Model 13
FWT	0.037 (0.071)	0.036 (0.072)	0.041 (0.075)	0.023 (0.067)	0.016 (0.072)	0.034 (0.071)
Gender		-0.029 (0.194)				
Marital Status			-0.112 (0.503)			
Dept				-0.353** (0.120)		
Working Hour					-0.103 (0.075)	
Travel Time						-0.078 (0.060)
R-Square	0.005	0.005	0.006	0.139	0.038	0.006
Total	58	58	58	58	58	58

Dependent Variable: Work-life balance

Notes: Standard errors are in parenthesis.

*** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$

Source: Author

For employees with age more than 30-year-old, the result shows the coefficient is positive and significant. It means that when employees perceive higher flexibility in their working time, they tend to have higher work-life balance.

The result is different from the previous group because all of employees in this group are in Gen X which means they have different environment in their living. Most of them have couple and/or children. The employees who have children have more responsibility in household and take the parenthood. Thus, the employees focus on the family more than working and they are the planner. They also set the goal in work or personal life. For example, the employees plan and set the goal in the next 2 years and they follow the plan step by step. Moreover, the employees are getting older and they look for the happiness in life and want to take care health.

So, the result shows the perception on flexible working time affect to the employees' work-life balance. Because the employees who has age between 30 – 50 is in Gen X. Based on (Rajput et al., 2012), they said that this generation give more important to their family and life which can related to flexibility benefit and flexibility work schedule.

Table 4.4: Result of Age more than 30-year old on the feeling about the flexible working time.

	Model 14	Model 15	Model 16	Model 17	Model 18	Model 19
FWT	0.173** (0.083)	0.172** (0.084)	0.177** (0.084)	0.173** (0.084)	0.144 (0.089)	0.186** (0.083)
Gender		-0.086 (0.167)				
Marital Status			-0.084 (0.168)			
Dept				0.056 (0.165)		
Working Hour					-0.062 (0.068)	
Travel Time						-0.261 (0.178)
R-Square	0.089	0.095	0.094	0.091	0.106	0.132
Total	46	46	46	46	46	46

Dependent Variable: Work-life balance

Notes: Standard errors are in parenthesis.

*** $p < 0.01$, ** $p < 0.05$, * $p < 0.1$

Source: Author

4.3 Result of Employees' Recommendation

This study also asks the employees' opinions on what the company should offer to bring better work-life balance to them. There are three choices of recommendation as follows.

- The company should offer more flexible working time for the employee which will arrange the time better than before.
- The company should offer a flexible workplace; it will help the employee work easier than work at the office.
- The company should offer compressed working hour, it can help the employee to have more time with family.

Figure 7: The scoring of the 3 choices of recommendation as the flexible working time, the flexible working place and the compressed working hour.

	Flexible Time	Flexible Place	Compressed Working Hours
Overall	<p>The company should offer more flexible working time for the employee, the employee will arrange the time better than before.</p> <p>Average score = 4.05</p>	<p>The company should offer a flexible workplace, it will help the employee work easier than work at the office.</p> <p>Average score = 4.05</p>	<p>The company should offer compressed working hours, it can help the employee to have more time with family.</p> <p>Average score = 3.72</p>
age 30-year old or less	<p>The company should offer more flexible working time for the employee, the employee will arrange the time better than before.</p> <p>Average score = 4.07</p>	<p>The company should offer a flexible workplace, it will help the employee work easier than work at the office.</p> <p>Average score = 4.14</p>	<p>The company should offer compressed working hours, it can help the employee to have more time with family.</p> <p>Average score = 3.79</p>
age more than 30-year old	<p>The company should offer more flexible working time for the employee, the employee will arrange the time better than before.</p> <p>Average score = 4.02</p>	<p>The company should offer a flexible workplace, it will help the employee work easier than work at the office.</p> <p>Average score = 3.93</p>	<p>The company should offer compressed working hours, it can help the employee to have more time with family.</p> <p>Average score = 3.63</p>

Note: Score from total of 5 where 5 = strongly agree and 1 = strongly disagree

Source: Author

The result of the choices for suggestion from overall employees in the sample is in the first three figures in Figure 4.4. Employees from this company suggest that the most preferred policies are more flexible working time for the employee so they can arrange time better (average score of 4.05) and a flexible workplace (average score of 4.05). Offering compressed workweek option for the employees are in the third rank of the suggested policy, with the average score of 3.72. This confirms the result from the previous section that the flexible working hour is one of the policies which affect employees' work life balance and they vote for it.

The result of the sub-group of age 30-year old or less shows that the first rank is the flexible working place (average score of 4.14) and the second rank is the flexible working time (average score of 4.07). It means that the younger employees want the flexible working place more than the flexible working time. The company should offer a flexible workplace, it will help the employee work easier than work at the office. And company should hold and/or increase the flexible working time in the younger employees.

Lastly, in the group of age more than 30-year old, the average score of the flexible working time is 4.02 and the average score of the flexible working place is 3.93. It means the employees want the flexible working time more than flexible working place. So, the company should offer more flexible working time for the older employees, but the flexible workplace policy can be the future optional policy.

Chapter 5

Conclusion and Suggestion

5.1 Conclusion

This study aims to examine the effect of flexible working time on the employees' work-life balance in case of a kitchenware manufacturing company in Bangkok. This company locates in area on Sukhumvit Road which is one of the most serious traffic-problem areas in Bangkok. A cross-sectional data of the 104 employees from this company are collected by the questionnaire during June 2020. The descriptive statistics and the multiple variables regression are used to examine the impact of flexible working time on the employees' balance between work and life.

The result shows that the flexible working time has a positive and significant impact on the work -life balance of the employees from this manufacturing company. Another factor that has impact on the employees' work-life balance is age where employees with higher age tend to have higher balance between work and life. This is because age reflects the generation and the difference in living. The employees with age more than 30 years-old are in Gen X that some of them are marry and have children. It means the employees mainly focus on the family. In the opposite side, the employees with age of 30-year-old or less are in Gen Y that they only focus on themselves and be a hard-worker.

This study also examines whether the role of flexible working time on the work-life balance are different in different age groups or not. It classifies the sample into two groups: employees of age less than or equal to 30-year old and those with age more than 30 years.

In the sub-group as Age, the flexible working time affect to the work-life balance only the employees who are age over than 30 years-old. The result shows that perception on the flexible working time has positive and significant effect on the employees' work-life balance. This is because the older employees focus on work and

living as main decision and/or their goal. Most of the older employees have higher position in career path that affect to the balance in life. At the same time, they have more responsibility in household which is the parenthood and they want to spend more time with their family.

But the result is opposite in the group of younger employees or new graduated who are between 22-30 years old. The flexible working time does not have the impact to the employees with age of 30-year-old or less. They give an important to their job and salary. All of them are single and do not focus on the family. They focus on the opportunity which can show the knowledge and skill for promote in the future. And they also want to spend their time with friend, travelling and feeling freedom. So, the youngers just only work and find the new challenge opportunity.

5.2 Suggestion

This study finds evidence that the perceived flexible working time has a positive impact on employees' work-life balance. The result shows that employees with higher perception on the flexible working time have higher the work-life balance. The result also shows the same result for a group of employees with age more over than 30-year-old. So, the company should continue and/or increase the flexible working time policy.

Moreover, the result of the 3 optional questions shows that the overall result have equal average score of the flexibility working time and workplace (average score of 4.05). The company should have the flexible workplace in the future because the flexible working time and flexible working place are the first and second preferred options from the survey. The younger employees have higher score on the flexible working time while the older employees have higher score in the flexible working time. It means that the younger employees like to have the flexible working time which they can desire the work schedule. Also, the older want to have flexible schedule in work. This suggestion provides the evidence for helping the company to increase performance, deduct cost of the operation and retrain employee by providing more flexibility in worktime and workplace. Thus, company should remain providing the flexible working time for the employees who are more than 30-year-old. At the

same time, company should consider providing the flexible working place for the employees with age of 30-year-old or less.



REFERENCES

- Ahmad, A. R., Idris, M. T. M., & Hashim, M. H. (2013). A study of flexible working hours and motivation. *Asian Social Science*, 9(3), 208-215.
- Almer, E. D., Cohen, J. R., & Single, L. E. (2003). Factors affecting the choice to participate in flexible work arrangements. *Auditing: A Journal of Practice & Theory*, 22(1), 69-91.
- Byrne, U. (2005). Work-life balance: Why are we talking about it at all? *Business Information Review*, 22(1), 53-59.
- Dizaho, E. K., Salleh, R., & Abdullah, A. (2017). Achieving Work Life Balance Through Flexible Work Schedules and Arrangements. *Global Business & Management Research*, 9.
- Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *Academy of management review*, 25(1), 178-199.
- Fisher-McAuley, G., Stanton, J., Jolton, J., & Gavin, J. (2003). *Modelling the relationship between work life balance and organisational outcomes*. Paper presented at the Annual Conference of the Society for Industrial-Organisational Psychology. Orlando.
- Hayman, J. R. (2009). Flexible work arrangements: Exploring the linkages between perceived usability of flexible work schedules and work/life balance. *Community, work & family*, 12(3), 327-338.
- Holly, S., & Mohnen, A. (2012). Impact of working hours on work-life balance.
- Koekemoer, E., & Downes, C. (2011). Work-life balance policies: Challenges and benefits associated with implementing flexitime. *SA Journal of Human Resource Management*, 9(1), 1-13.
- Krausz, M., & Freibach, N. (1983). Effects of flexible working time for employed women upon satisfaction, strains, and absenteeism. *Journal of Occupational Psychology*, 56(2), 155-159.
- Lazar, I., Osoian, C., & Ratiu, P. (2010). The role of work-life balance practices in order to improve organizational performance.
- Lockwood, N. R. (2003). Work/life balance. *Challenges and Solutions, SHRM Research, USA*.
- Ng, E. S., Schweitzer, L., & Lyons, S. T. (2010). New generation, great expectations: A field study of the millennial generation. *Journal of business and psychology*, 25(2), 281-292.
- Rajput, N., Marwah, P., Balli, R., & Gupta, M. (2012). Maintaining gen X-gen Y: A study of work-life balance. *ACADEMICIA: An International Multidisciplinary Research Journal*, 2(7), 1-16.
- Russell, H., O'Connell, P. J., & McGinnity, F. (2009). The impact of flexible working arrangements on work-life conflict and work pressure in Ireland. *Gender, Work & Organization*, 16(1), 73-97.
- Shagvaliyeva, S., & Yazdanifard, R. (2014). Impact of flexible working hours on work-life balance. *American Journal of Industrial and Business Management*, 2014.
- Subramaniam, A. G., Overton, B. J., & Maniam, C. B. (2015). Flexible working arrangements, work life balance and women in Malaysia. *International Journal of Social Science and Humanity*, 5(1), 34.

- Thorntwaite, L. (2004). Working time and work-family balance: A review of employees' preferences. *Asia Pacific Journal of Human Resources*, 42(2), 166-184.
- Weeden, K. A. (2005). Is there a flexiglass ceiling? Flexible work arrangements and wages in the United States. *Social Science Research*, 34(2), 454-482.
- Yusuf, S. (2018). A Comparative Study of Work-Life Balance and Job Satisfaction of the Employees Working in Business Process Outsourcing Sector. *Sciences (ISSN 2455-2267)*, 10(2), 87-93.





จุฬาลงกรณ์มหาวิทยาลัย
CHULALONGKORN UNIVERSITY

VITA

NAME Miss Panisra Turakjkkajohn
DATE OF BIRTH 06 September 1994
PLACE OF BIRTH Bangkok
**INSTITUTIONS
ATTENDED** Chulalongkorn University
HOME ADDRESS 99 Soi. Lungwai-Hua Lumphong, Sub Rd., Sri Praya,
Bangrak Bangkok 10500



จุฬาลงกรณ์มหาวิทยาลัย
CHULALONGKORN UNIVERSITY