

# A Better Work Life Balance with Flexible Work Schedule

---

Authors: Stosh Zydek, Sallam Thabet, Bing Wang

Instructor: Antonie J. Jetter

Course: ETM 519/619 Human Side of Technology Management

August 12<sup>th</sup>, 2013

## **Category**

Abstract.....	1
1 Introduction .....	2
2. Literature Review .....	3
2.1 About Work Life Balance.....	3
2.2 About Flexible Schedule.....	3
2.3 The Attributes that Influences the Work-life Balance .....	5
3 Research Problems.....	7
4 Data Collection and Results .....	9
4.1 The Survey.....	9
4.2 Data Analysis.....	9
4.3 Results.....	15
5 Conclusion.....	15
6 Recommendation.....	15
7 References .....	17
Appendix 1 Survey Questionnaire .....	18

## **Abstract**

This paper is about attaining a better work life balance by more flexible schedule in human resource management. Each person has different work life division during the different phases of life. People hope that flexibility of work life balance is provided by improved human resource management arrangements. The satisfied employees work more efficiently and are more loyal than the unsatisfied ones. The employers hope to satisfy these requirements by providing improved human resource arrangements while maintaining efficient and productive working environment.

What are causing the work life imbalance for employees and what are the more efficient options of flexible schedule that the human resource department should take to attain better balanced work life division are two basic questions to address.

Firstly, the study lists out the reasons for life work imbalance and the flexible schedule options by literature review. Then a survey is conducted to find out the popularity of different flexible schedule options. Through the survey and data analysis, the result shows that more than half of the employees are suffering from work-life imbalance and desire improvement of work schedule to help them achieve a better balance of work and life. The research further investigates the reasons causing the work-life imbalance and the most preferred flexible work schedules. The data analysis shows the top reasons and preferred flexible work options evaluated by the employees who responded to the survey. . The research is providing a reference for the decision makers of human resource management in adoption of different flexible schedule schemes to satisfy the employees with well-balanced work life division.

Keywords: flexible schedule options, work/life balance, work/life division, human resource, employee, employer

## **1 Introduction**

When employee's work life and personal life are out of balance, stress levels are likely to soar. When employees are tired, the ability to work productively and think clearly suffers, taking a toll on their professional reputation or lead to dangerous or costly mistakes. One misses important family events or milestones when they work too much, making them feel left out, harming to relationships with loved ones. This will also make it difficult to nurture friendships. Further improving the responsibility in work frequently tilts the aspects of personal life. If one works extra hours, he/she might be given more responsibility, leading to additional concerns and challenges. Employees want to have a balanced work life division. Work efficiency is higher and employees are more loyal when satisfied and happy. Employers willing to satisfy and motivate employees with the benefit of providing flexibility in work schedules helps satisfy a better balanced work-life division.

The ideal arrangement of work/life division is always an interesting topic for both employees and employer. For employees, finding a suitable balance between work and daily living is a challenge. Families are particularly affected. Some couples would like to have more children, but do not see how they could afford to stop working. Other parents are happy with the number of children in their family, but would like to work more. Many talented workers are not looking for more money. They are instead looking for a better quality of life, which they get through a better work-life balance. For employers, the critical factor is how to maintain a disciplined working schedule as well as flexible and efficient work time. The most successful organizations recognize that the most appreciated service they can provide to their employees is the gift of time. Flexible schedule becomes a great leverage tool for companies to use when hiring talent and for individuals looking for employment. Savvy employers are using work life balance programs as perks to attract talent they may otherwise not afford.

The work-life division also has significant impact on social development, which is concerned by the government. This is a challenge to governments because if parents cannot achieve their desired work/life balance, not only is their welfare lowered but development in the country. If parents have to choose between earning money and looking after their children, the result is that there will be too few babies or too little employment.

Section 2 discusses literature review focusing around the problems of work-life balance and flexible schedules. Here, the reasons causing imbalance in work-life are found. Flexible schedule options are listed out through the research of the prior literature. The research problem is put forth in section 3 by discussing the means of the flexible schedule, and how the human resource department can satisfy the employees work-life balance more efficiently. Section 4 conducts a survey in order to address what will be the best option in flexible schedule is for the human resource department. The statistical results show the top five options for employers to use. Section 5 concludes the study. Section 6 provides some recommendations for the HR managers according to our findings in the survey.

## **2. Literature Review**

### **2.1 About Work Life Balance**

Work-life balance is the separation between work life and personal life. Aside from career, these segments include family, personal growth, spirituality, fitness and health, and community and friendships. Work-life conflict is linked to increased depression, marital problems, fatigue and stress-related illnesses. Once an employee begins to establish healthy boundaries, he/she begin to feel more fulfillment in life and get a in a stable mental state, creating a more confident, clear, and decisive attitude. A clear and consistent separation between work and life enables employees to truly be present in each realm of their lives, without worrying about work projects while at home or worrying about things at home while at the office. It also enables employees to use time more efficiently, be more effective with communication, task completion, and decision making. (Abbate, Micali, Abbate, Barbaro, & Germanò, 2001)

Corporate Executive Board (CEB) research shows that work-life balance is now the second most important driver of employee attraction and commitment aside from compensation. Studies done by CEB research also show how employees work harder for companies offering a better work life balance. Employees who feel they have a better work-life balance tend to work 21% harder than those that don't. In fact, the study done by CEB showed that more than 60% of the employees polled identified flexible schedules as the most important work life practice their employer could provide. (Gallagher, 2010)

All the impacts of an imbalance are detrimental. Of all the job factors that influence work-life conflict, the amount of time spent at work is the strongest and most consistent predictor. The higher levels of work-to-family conflict reported by managers are often a function of longer work hours. Job security, support from supervisors, support from coworkers, work demands or overload, work-role conflict, work-role ambiguity, job dissatisfaction, and extensive use of communication technology blurs boundaries between home and work. Today's workers have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parental care. This places stress on individuals, families, and the communities they reside. This increases overtime due to high female labor force participation rates, increasing numbers of single parent families, the predominance of the dual-earner family, and emerging trends such as elder care. It is further exasperated with globalization, an aging population, and historically low employment (Melissa Abercromby, 2007).

### **2.2 About Flexible Schedule**

How do employers create a work schedule to better suit both the employees and themselves while maintaining a balance between work and life? A flexible work schedule is an alternative to the traditional 9 to 5, 40-hour work week. Some schedules allow employees to vary arrival or departure times. Under some policies, employees must work a prescribed number of hours per pay period and be present during core hours. The Fair Labor Standards Act (FLSA) does not address flexible work schedules. Alternative work arrangements such as flexible work schedules are a matter of agreement between the employer and the employee (United States Department of Labor, n.d.). A flexible schedule is one of the benefits most appreciated by employees.(Ruth Styles, 2012)

In a flexible environment, trust is a significant factor. Measurable goals and clear expectations are also significant so the employer is comfortable with the employee's ongoing contribution.

A flexible schedule is any one of a spectrum of work structures that alters the time and/or place that work is done on a regular basis. The term includes but is not limited to:

- Flexibility in the scheduling of hours worked, such as alternative work schedules (e.g., flex time and compressed workweeks), and arrangements regarding shift and break schedules.
- Flexibility in the amount of hours worked, such as part-time work and job shares.
- Flexibility in the place of work, such as working at home or at a satellite location.
- Taking time off for a period of time due to the reason of education, giving birth to kids, raising kids, taking care of families. (Rrangements, 2010)

### **Flexibility in Scheduling of Hours Worked**

A full-time employee is expected to work the required hours or more by the employers in all flexible schedules. Even in the most flexible schedule, that allows employees to come and go at will, or telework, employers must believe that the employee is putting in his time and accomplishing his goals. Monthly Labor Review article states that from 1991 to 1997, the percentage of full-time wage and salary workers with flexible work schedules on their principal job increased from 15.1 percent to 27.6 percent. (Herman, 1999) After that the percentage leveled off, the number of full time workers with flexible work schedules was 27.5% in 2004. (Rrangements, 2010)

A flexible schedule for a full-time employee involves either flexible starting and stopping times or a compressed work week. A daily flexible schedule enables employees to come to work early and go home early or stay late and arrive late, or take extra time at lunch that is made up. In this schedule, employers may require that employees work core hours, from 10 a.m.–3 p.m., as an example. Or, the employer may allow a flexible schedule that becomes the employee's regular schedule, 7 a.m.-4 p.m. every day, as an example. In a compressed work week, the most common flexible schedule is a four day work week in which employees work four ten-hour days. Variations on this flexible schedule exist. This flexible schedule allows employees to have an additional day for any activity that affords the employee more work-life balance.

However, employees also report frustrations stemming from inconsistent program implementation, resulting in part from the apparent autonomy managers have in administering workplace flexibility benefits. For some workers, access to flexibility appears to be based on the sole discretion of a given manager. This concern is exacerbated in private sector organizations that do not have formal policies on workplace flexibility. 78% of employees feared that they would be perceived as less committed to their job by their supervisors if they utilized flexible work arrangements.

### **Flexibility in the Amount of Hours Worked**

This category mainly includes part-time jobs and employee's control over paid or unpaid overtime hours. Part time jobs are disliked by some people for the reason that they can't afford to do so. Only 28%

organizations let the employees to have some control over the overtime hours. More small organization is more likely to do so.

The part time work includes different forms. A student can as work part time at the same level when during his/her studying program. In special industry such as construction and agriculture, work part year is very common. For the employees who are going to retire phased retirement might be a good choice, which allows one to continue working with a reduced workload, and eventually transition from full-time work to full-time retirement. Phased retirement may include a pre-retirement, gradual reduction in hours (or days) of work and/or post-retirement, part-time work for pensioners who wish to remain employed. Part-time, seasonal and temporary work or job-sharing are all work arrangements that can be a form of phased retirement.

### **Flexibility in the Place of Work**

Flexible worksite option enables the employees to choose where to work. Some employees will choose to work part of the year at one worksite and another part of year at another worksite. For example, some senior employees want to avoid the cold season and would prefer to work in tropical place in winter. Remote work location is also a good choice. According to the 2012 EBRI Employee Benefits survey, “57% of organizations offered some form of telecommuting: 45% of respondents reported that their organizations offered telecommuting on an ad-hoc basis, 36% on a part-time basis and 20% on a full-time basis.” Work at home also has the merit of saving real estate cost for the employers.

### **Taking Time off for a Period of Time**

Some employers give employees the option of retain the position with or without payment for a limited period of time when need a vacation or they are in the time of giving birth and care for kids, accept higher education, or for other reasons such as taking care of the aged parents and so on. The time off length ranges from one month, several months to years.

## **2.3 The Attributes that Influences the Work-life Balance**

The human resource manager often ask a question, “According to the employees we have in the organization, what kind of flexible schedule we should provide in order for them to achieve a better work-life balance?” In order to answer the question, we have to examine the attributes that influences the work-life balance. This topic is discussed frequently. According to the literature, mainly four attributes of employees are influencing, i.e., gender & age, with or without family burden and job types. The attributes are well selected as demographic questions in the survey as described in the section 4.

### **Gender & Age**

Women aged 24 to 36 report imbalance in work-life division mostly. The women of this age have difficulties with raising children as well as escalating in career (Susi & Jawaharrani, 2011). Women are twice as likely as men to report work-life imbalance. With good reasons, despite a massive influx into the workforce, women retain the greater share of responsibility for child care, elder care, and domestic chores. However, a recent trend has seen levels of work-life conflict rise among men. According to research in

the US published in 2011, young mothers no longer necessarily feel compelled or pressured to reduce their career aspirations. Attitudes about working mothers are more favorable today than ever. In addition, husbands are more likely to be involved in family work, providing much needed support for working mothers. Men are beginning to feel the effects of greater responsibilities for family work by experiencing more conflict. Men and women in dual earner families especially are facing challenges in managing the day-to-day realities of their lives in a highly pressured 24/7 work environment (Galinsky, Aumann, & Bond, 2011).

According to a 2003 study by the Woman's Executive Network, the call for more work-life balance comes from all sections of the population: the university student with a part-time job, the female executive with small children and the seasoned employee easing into retirement. Work-life balance is rarely a partnership of equals. One part may dominate for a period of time, only to see the other part attracting more attention. Balance is also personally defined: what is balance to one person may be imbalance to another. (Alberta Human Resources, 2004)

### **With or Without Family Burden**

Employees with family burden would suffer more because of much more demanding of time consumed for family. It's not just those with children at home. An increasing number of non-parents have been reporting difficulty fitting in volunteer or educational commitments and leisure or health pursuits. The pressure of family burden could come from raising kid(s), taking care of parents or spouse, sibling(s). Tense spouse relationship could cause savoir work-life imbalance since it could distract the attention of employees from the work which he/she should be focusing on.

### **Job Types**

The types of job are influencing the schedule of the employees. Furthermore, it could influence the feeling of work-life imbalance.

Exempt employees (executive, administrative, professional outside sales) who meet requirements exempt from minimum wage and overtime laws, flexible schedules allow work hours that differ from the normal company start and stop time. A higher rate of flexible schedules is usually found with exempt employees. In a study exploring the impact of occupational status on access to flexible schedules, one researcher found that managerial, administrative, and professional occupations have considerably more flexibility than other occupational types by almost 20% to over 30%. In particular, attorneys, engineers and math/computer professionals have the greatest access to flexibility. (Rrangements, 2010) The primary advantages of classifying employees as exempt are that you don't have to track their hours or pay them overtime, no matter how many hours they work. However, the pressure of working is often considered to be high because that exempt employees are the people who are responsible for the running of projects, departments and business. The pressure is frequently intangible compared with non-exempt workers.

In a non-exempt workplace (industrial, production, or warehousing), an employee is expected to work for a fixed period of time with more physical engagement. Most employees are entitled to overtime pay under the Fair Labor Standards Act. They are called non-exempt employees. Employers must pay them one-



and-a-half times their regular rate of pay when they work more than 40 hours in a week. The biggest problem most employers have with nonexempt employees is miscalculating how much overtime workers are owed. Whether a non-exempt employee can have flexible schedule depends on the amount of interdependence required in the work. A flexible schedule is also dependent on employees' availability to cover all aspects of the job at all hours of the day during which a business makes product or serves customers. Usually, lower rates of flextime are found in non-exempt employees, which cause rigidity and work-life imbalance for them.

### **3 Research Problems**

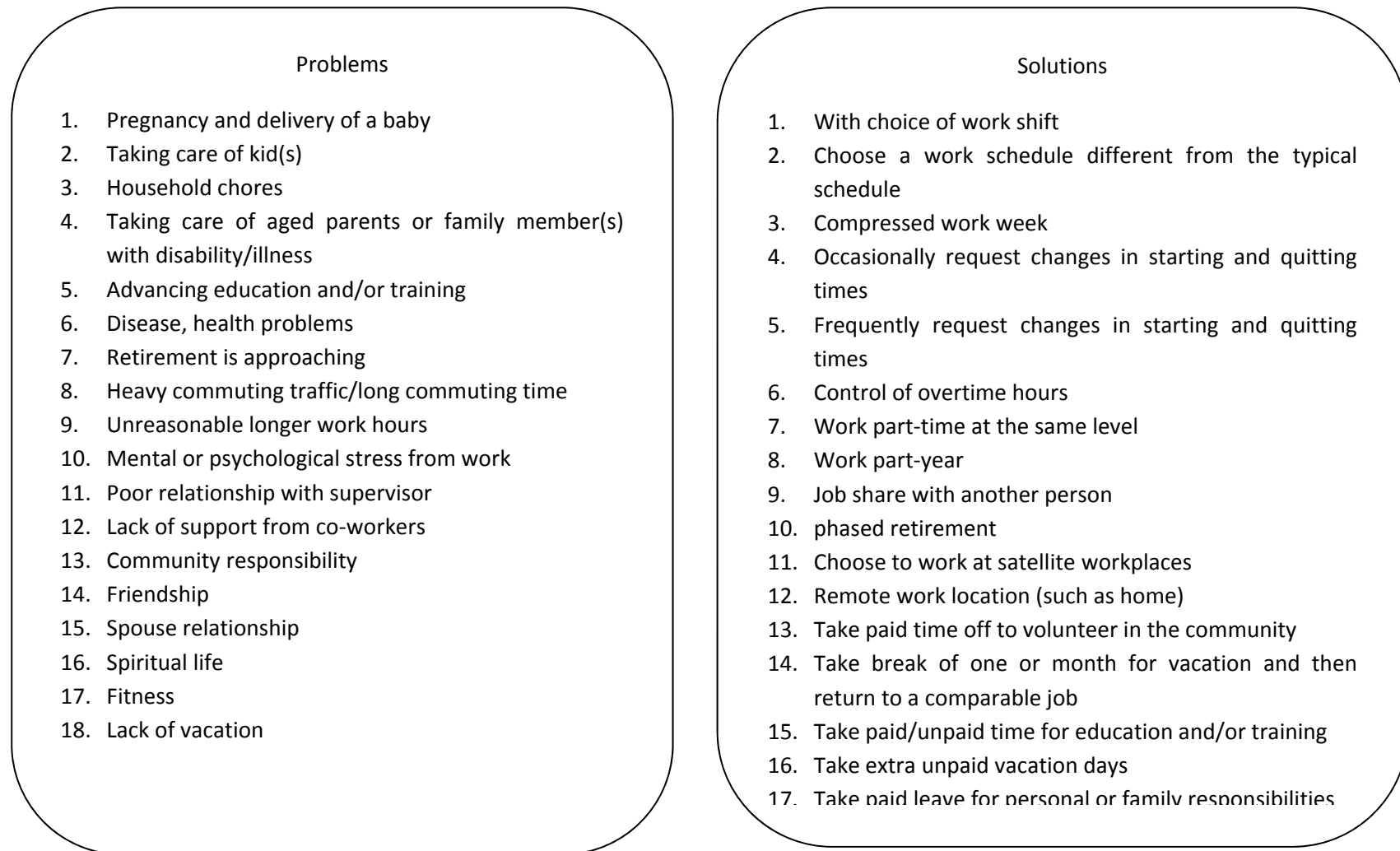
There are two basic problems for the HR department of organizations:

Under the circumstance of exempt and non-exempt working environment, for the employees of different gender, age, with/without family duty,

-What are the problems causing the work life imbalance?

-What are the preferred flexible work schedule options in order to help them achieve better work life balance?

This research list out the reasons and flexible work schedule options as Figure 1.



**Figure 1. The Reasons for Work Life Imbalance and the Flexible Work Schedule Options**

## 4 Data Collection and Results

### 4.1 The Survey

In order to understand the central idea of work-life imbalance and its desired count measurement, we conducted a questionnaire based survey to collect the opinions of employees. We realized that certain age and gender groups view life in a different manner, for example; a school teacher has a different work schedule and job aspects are different than a fast food clerk or a senior engineer or long-haul truck driver. We designed the survey to separate these different demographics into four segments; age, gender, with or without family burden and job type. They are asked about whether they think the imbalance is caused by the work schedule in order to find out their desire about improvement of work schedule.

After the basic questions were asked, they had two main questions to answer: “What causes work-life imbalance in your life?” and “What type of scheduling changes would you have in order to balance your work life and personal life?” We designed these two questions to be value based. Each person was asked to use a sliding scale to rate the question from 0 to 100. The number given identified the percentage each aspect played on their imbalance or the significance a topic would be to help balance. The questionnaire can be further analyzed in the Appendix.

### 4.2 Data Analysis

Discussion of the results will be divided into two sections, demographics, reasons for imbalance and preferred flexible schedule options. The demographics part analyses about who are the most influenced employees by work-life imbalance, who desire the flexible schedule most to help them live a better balanced life. The other two parts analyses about the reason of imbalance for different group of people and the desired flexible schedule count measurements, which could be referred to as accordance of policy making for the human resource managers.

#### Demographics

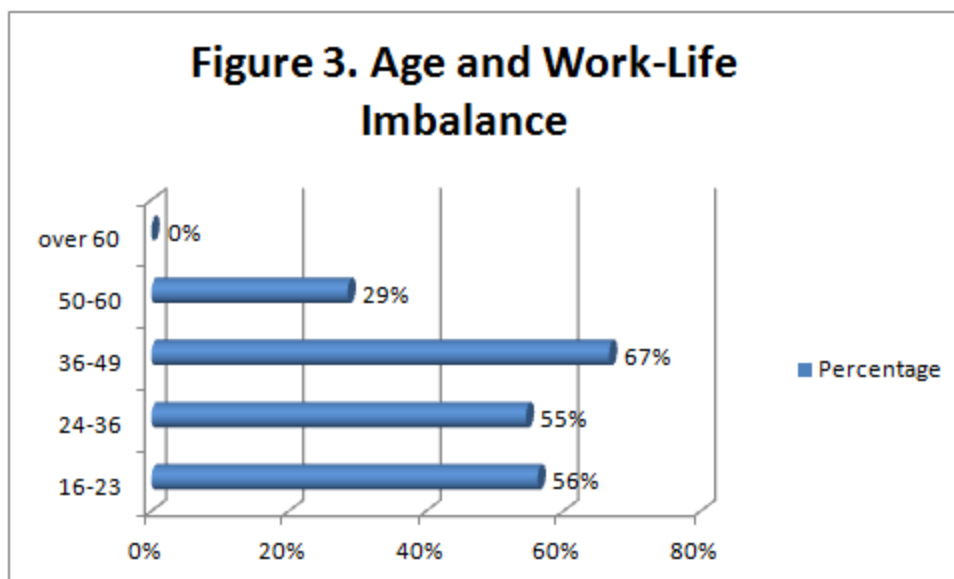
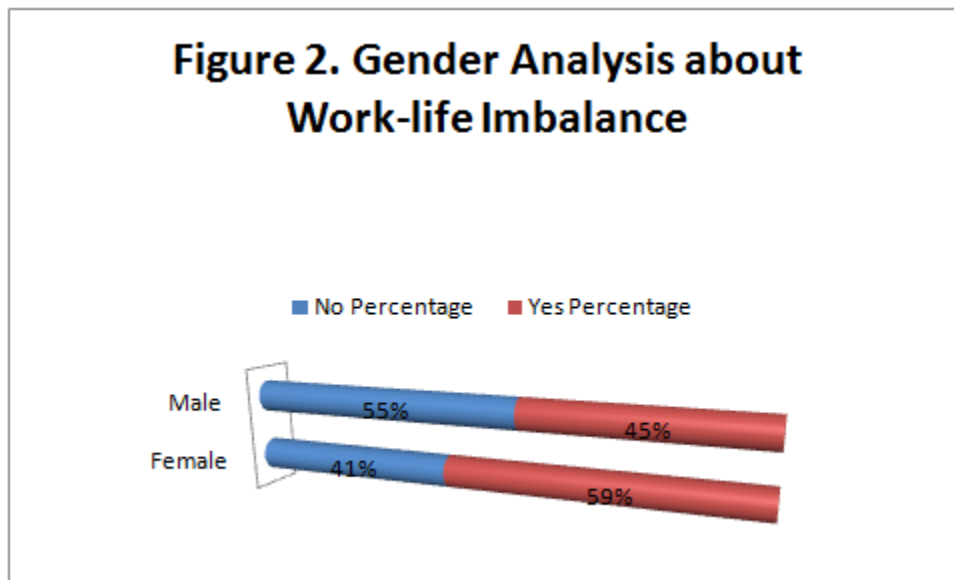
The survey was administered to 88 people. However, only 79 datasets are valid. The survey asks the question which addressed the main issue at hand; “Does your present work schedule cause work-life imbalance?” The answer was a shockingly split of 38/41, which means that slightly more than half (52%) of the employees are having problems of work-life imbalance which they believe could be attribute to the fault of present work schedule. This proved that about half of the employees think that work schedule could be improved in order to achieve a better work-life schedule.

The survey was 37/42 of men and women. All of the people who took the survey ranged from 16 to 60. 42% were from age 24 and 36. This is generally the age of people who freshly graduate from college, newlyweds, or are just beginning to enter the “real world.” There was a question introduced after age and gender was taken, asking if people find taking care of their family a burden. 66% said yes and 34% said no.

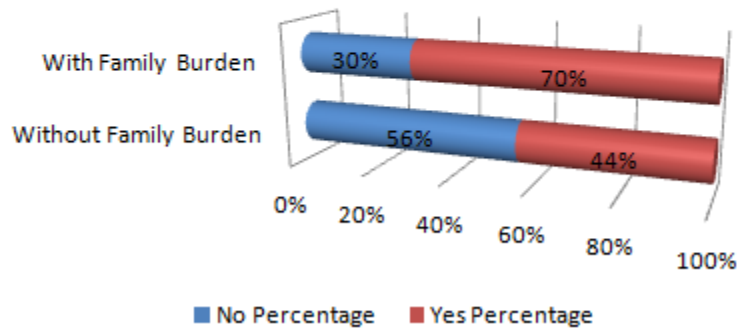
Higher percentage of women, compared with men, desire the improvement of work schedule in order to have a better balanced life, as shown in Figure 2. Age also has impact to the percentage of work-life imbalance. The 36-49 age group suffers from work-life imbalance with a percentage of 67%, higher than

other age groups as shown in Figure 3. In order to identify the gender & age group who is suffering most, Figure 5. is depicted, which shows that the females at the age of 36-49 suffer the most with a high percentage of 83%.

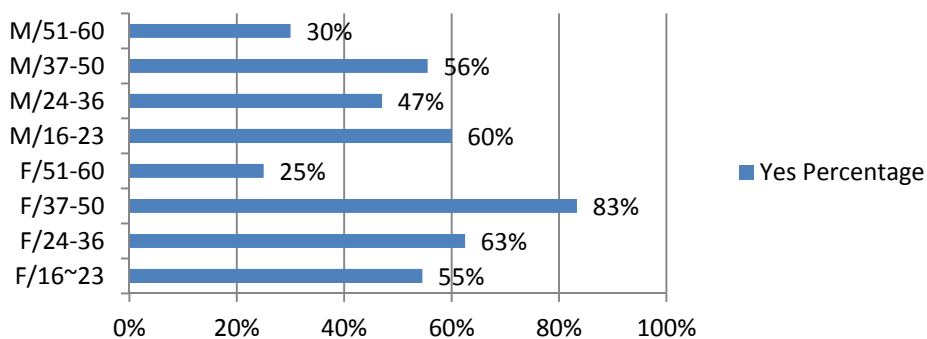
Figure 4, shows that employees with family burden report more work-life balance than the group without family burden. Meanwhile, there are still high percentage of employees suffers from work-life imbalance even they don't have to do much work to take care of their families. This implies that the reasons of imbalance are much verified other than taking care of families.



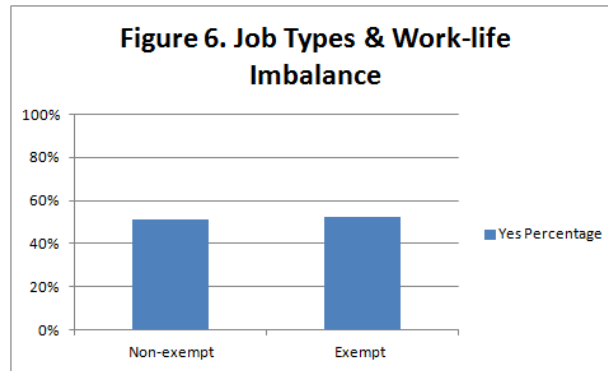
**Figure 4. Family Burden and Work-life Imbalance**



**Figure 5. Gender & Age Groups and Work-Life Imbalance**



We asked each individual if they were an exempt or a non-exempt employee. Here again we had an equal split between the two, 47% exempt employee's and 53% non-exempt employees. The result shows that slightly more than half of employees, 52%, are suffering from work-life imbalance regardless of the job type being exempt or non-exempt, with percentage of 52% and 51% respectively. It shows that the job types don't influence much in the situation of work-life imbalance, as shown in Figure 6.



### Reasons for Imbalance

The survey provides 18 reasons that cause work-life imbalance. The results of all the participants' average, shows that people think that lack of vacation is the most important reason for the imbalance, (12%). The second reason is stress from work 10%. Advancing education and/or training, household chores and long work hours are following with 9%. Fitness and taking care of kid(s) has the importance of 7%, spouse relationship has an importance of 6%, and commute time has an importance of 5%, as shown in Figure 7.

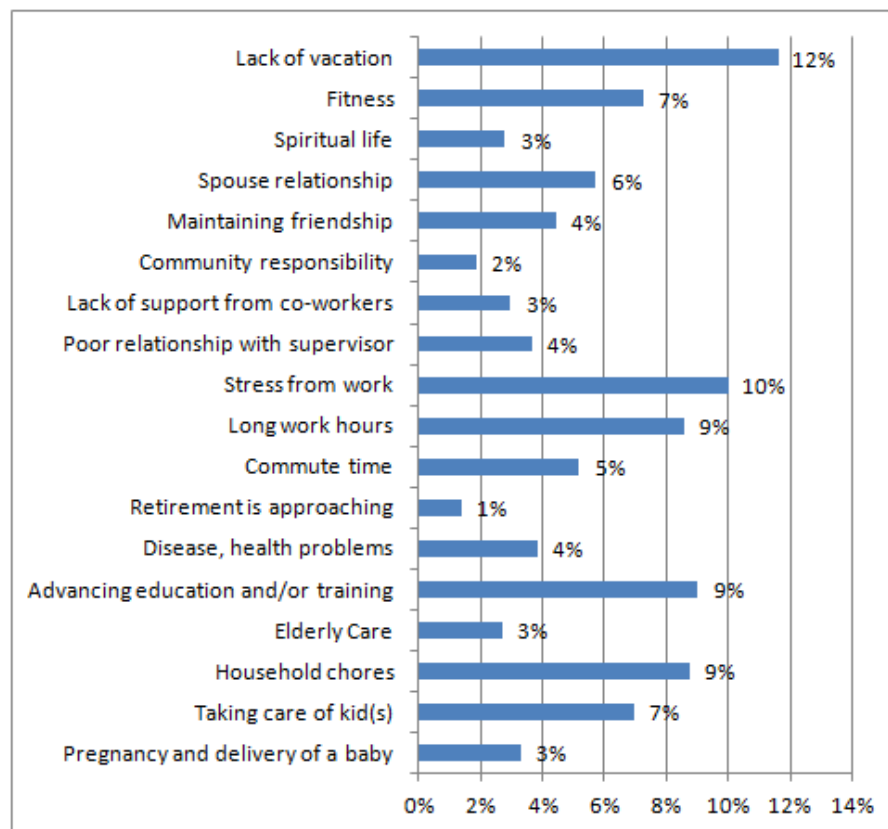


Figure 7. The Average Importance of Reasons of Work-Life Imbalance

## Preferred Flexible Work Schedule

17 flexible work schedule options are listed based on the literature review (Figure 1.). The average relative preference is calculated in Figure 8. The flexible schedule desired most is allowing employees to choose their work shift (12%), the second is to allow paid leave for personal or family responsibilities (11%). Allowing them the option to have scheduled options, compressed work-week, and increased vacation time has a preference of (9%). Taking time for self-improvement has a preference of (8%). The ability to request changes in start and stop times and control of overtime hours have a preference of (7%).

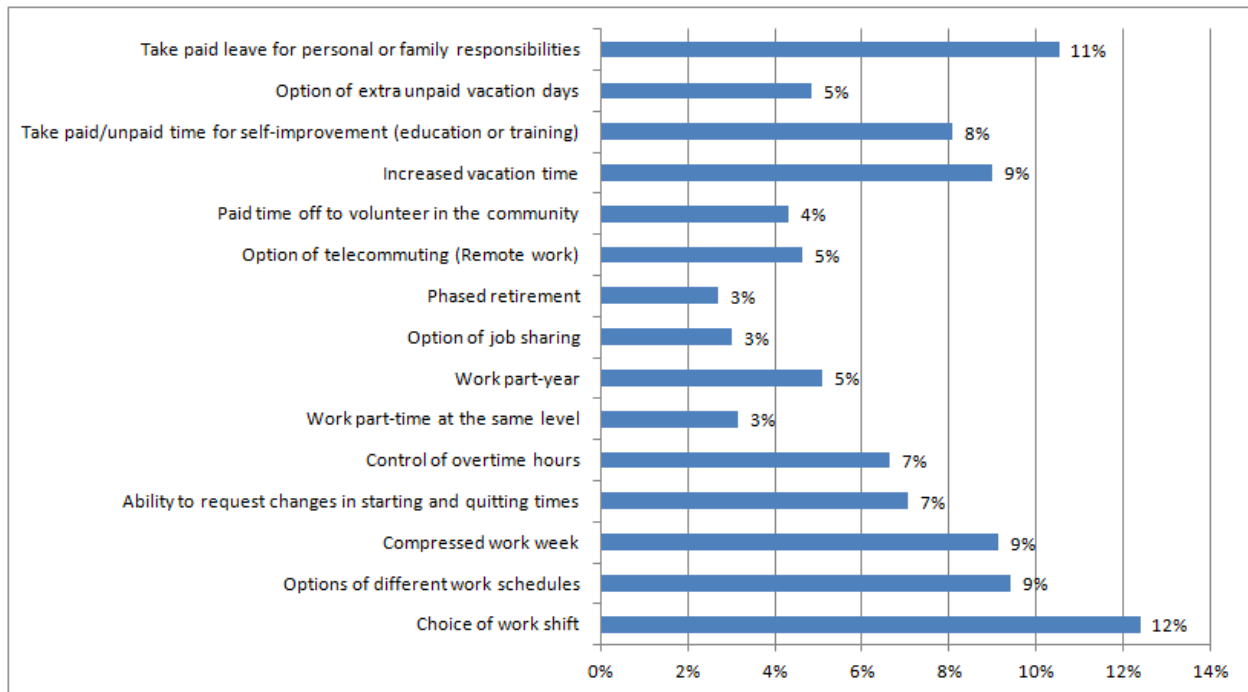


Figure 8. The Average Preference of Flexible Work Schedule Options

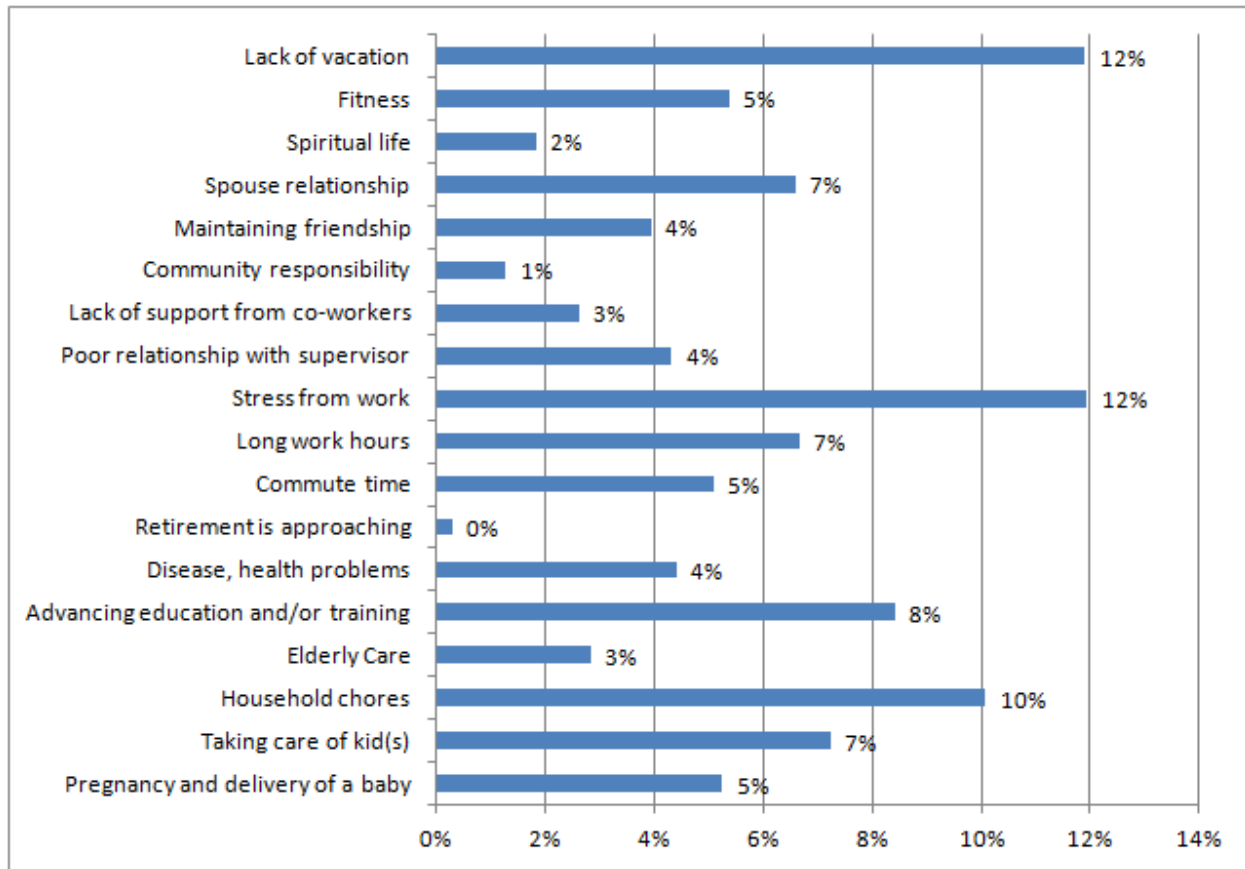


Figure 9. The Average Importance of Reasons of Work-Life Imbalance of Women Participants

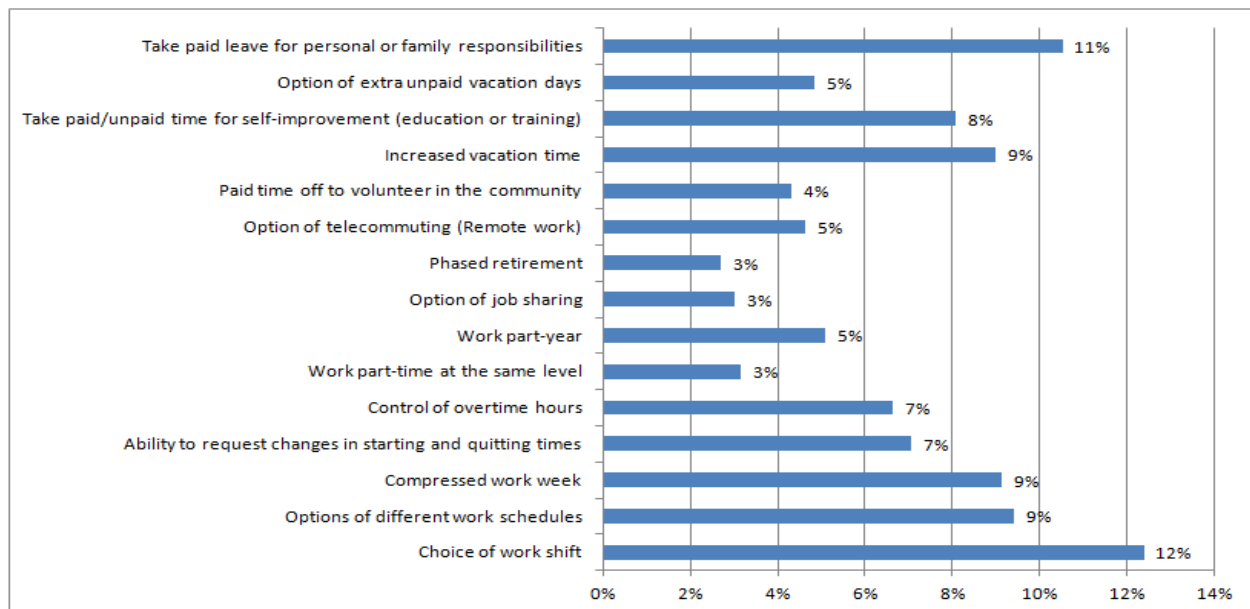


Figure 10. The Average Preference of Flexible Work Schedule Options of Women Participants



### 4.3 Results

From the survey data analysis we can draw the conclusion as follows:

The demographics results show slightly more than half of the employees are having problems with work-life imbalance, which they attribute to their work schedule. These employees desire an improvement in their work schedule in order to help them achieve a better work-life balance. Gender, age and family influence the work-life balance of employees. The females, aged 26 to 50, have a higher possibility of work-life imbalance.

The top 5 reasons for imbalance are lack of vacation (12%), stress from work (10%), advancing education and/or training (9%), household chores (9%) and long work hours (9%).

These are the top 5 practices HR can take to achieve a better balance: allowing employees to choose a different work shift (12%), taking paid-leave for personal or family responsibilities (11%), having different work schedule options (9%), compressed work week (9%) and increased vacation time (9%). Taking paid/unpaid time for self-improvement (education or training) has a preference of 8%, ability to request changes in starting and quitting times and control of overtime hours have preferences of 7%.

### 5 Conclusion

This paper examines the problems involved in with an imbalanced work-life. The authors try to find reasons caused by imbalance and the available flexible schedule options with literature review. A survey was designed. There were 88 responses, with 79 valid responses. The result shows:

1. Females suffer more than males; ages 24 to 50 suffer most.
2. The reasons for work-life imbalance vary. The most recognized reasons are lack of vacation and high work stress. The underlying reasons include; advancing education and/or training, household chores, long work hours, fitness, taking care of kid(s), spouse relationship and commute time.
3. People prefer flexible work schedules. Choice of work shift, taking paid leave for personal or family responsibilities, having work schedule options, compressed work week, and increased vacation time are the leading preference.

### 6 Recommendation

#### •Ensure adequate vacation coverage

Too many employees take vacation, but continue to work. Companies should cross-train employees to ensure that managers within all departments are adequately covering the workload. This way employees can truly enjoy their vacations.

#### •Offer flex-time

Give employees the ability to come in late or leave early.

#### •Offer tuition reimbursement or training programs

An educated employer has educated employees. Companies who give their workers motivation to work harder and more efficiently will see a more economical and happier workplace.

- Ensure departments are adequately staffed**

A well-staffed environment prevents employees from becoming overworked. Overworked employees become stressed. This creates an unsafe and unstable workplace.

- Provide on-site child care or develop programs to help**

Allowing moms and dads to work part-time or work-share with other employees during their child's early years will create a more "I owe you one" attitude toward the company. The fact is that employees work harder for someone who works hard for them.

- Offer perks and luxuries**

Gym memberships, dry cleaning pick-up and delivery services, and other perks create a happy and friendly work environment. Again, workers thrive for free things. They will see this as a gift to them and in turn increase productivity and efficiency. (Jacquelyn Smith, 2013)

## 7 References

- Abbate, C., Micali, E., Abbate, A., Barbaro, M., & Germanò, D. (2001). Depression in video display terminal ( VDT ) employed workers.
- Anonymous. (2012). Creativity Doesn't Work On A 9-5 Schedule So Why Should You? Retrieved from <http://businessofwork.blogs.xerox.com/2012/12/creativity-doesnt-work-on-a-9-5-schedule-so-why-should-you/>
- Bond, J. T., Thompson, C., Galinsky, E., & Prottas, D. (2002). Highlights of the National Study of the Changing Workforce. Retrieved from <http://www.familiesandwork.org/summary/nscw2002.pdf>
- Galinsky, E., Aumann, K., & Bond, J. T. (2011). Times are Changing: Gender and Generation at Work and at Home.
- Herman, A. M. (1999). Report on the American Workforce.
- Jacquelyn Smith. (2013, June 3). The Best Big Companies For Work-Life Balance. Retrieved from <http://www.forbes.com/sites/jacquelynsmith/2013/06/03/the-best-big-companies-for-work-life-balance/>
- Josh Clark. (2010, February 4). Employees With Flex Time Put in More Hours. Retrieved from <http://news.discovery.com/human/evolution/telecommuting-productivity-flex-time.htm>
- Melissa Abercromby. (2007). A Report on the Importance of Work-Life Balance.
- Resources, A. H. (2004). Better Balance, Better Business.
- Rrangements, L. (2010). Flexibile Work Arrangements:The Fact Sheet.
- Ruth Styles. (2012, November). Work/life balance not going to plan? Women aged between 24 and 34 are the most stressed people in Britain. Retrieved from <http://www.dailymail.co.uk/femail/article-2228123/Work-life-balance-going-plan-Women-aged-24-34-stressed-people-Britain.html>
- Rrangements, L. (2010). Flexibile Work Arrangements:The Fact Sheet. Retrieved from [http://workplaceflexibility2010.org/images/uploads/FWA\\_FactSheet.pdf](http://workplaceflexibility2010.org/images/uploads/FWA_FactSheet.pdf)

## Appendix 1 Survey Questionnaire

### **Attaining Work-Life Balance with Flexible Work Schedules**

"I believe that being successful means having a balance of success stories across the many areas of your life. You can't truly be considered successful in your business life if your home life is in shambles." Zig Ziglar

Work-life balance is the concept of properly prioritizing the aspects of the work environment and home environment. The call for more work-life balance comes from all sections of the population: the university student with a part-time job, the female executive with small children, and the seasoned employee easing into retirement.

This survey will be analyzed, by Portland State University students in the Engineering Management Technology program, to attain statistical information. This information will be used in a research project established around the concepts and procedures used by a human resource department to better an employee's work-life balance.

These questions will help to better understand people's perceptions of the two main issues:

#### **1. What causes a work-life imbalance?**

#### **2. What flexible schedule options are preferred?**

Please read each statement carefully and respond to it by choosing the answer the suits you. We appreciate your effort and time to attain better work life balance.

Gender?

☐

Male

☐

Female

Age?

☐

16-23

☐

24-36

☐

37-50

☐

51-60

☐

Over 60

Is taking care of your family a burden?

☐ Yes

☐ No

Job type?

☐ An exempt employee: (Has the ability to determine their own schedule, not bound by higher management requirements. (Executives, administrators, professional and external sales employees)

☐ A non-exempt employee: Has a set schedule and is required to work during that schedule. (Industrial, production, warehousing and customer service)

Does your present work schedule cause work-life imbalance?

☐ Yes

☐ No

**Evaluate which of the options below cause you work-life imbalance. The points should indicate the degree of imbalance, which are 0 to 100.**

	Cause of No Imbalance					Extreme Cause of Imbalance					
	010	20	30	40	50	60	70	80	90	100	
Pregnancy and delivery of a baby											<input type="text"/>
Taking care of kid(s)											<input type="text"/>
Household chores											<input type="text"/>
Elderly Care											<input type="text"/>

Cause of No Imbalance

Extreme Cause of Imbalance

010 20 30 40 50 60 70 80 90 100

Advancing education and/or training												<input type="text"/>
Disease, health problems												<input type="text"/>
Retirement is approaching												<input type="text"/>
Commute time												<input type="text"/>
Long work hours												<input type="text"/>
Stress from work												<input type="text"/>
Poor relationship with supervisor												<input type="text"/>
Lack of support from co-workers												<input type="text"/>

	Cause of No Imbalance					Extreme Cause of Imbalance					
	010	20	30	40	50	60	70	80	90	100	
Community responsibility											<input type="text"/>
Maintaining friendship											<input type="text"/>
Spouse relationship											<input type="text"/>
Spiritual life											<input type="text"/>
Fitness											<input type="text"/>
Lack of vacation											<input type="text"/>

**What flexible schedule schemes best suit you, in order to attain a better work-life balance among the different options below? Please answer the question similarly as the question above.**

	Would Not Effect Balance					Would Cause Better Balance				
	010	20	30	40	50	60	70	80	90	100

Would Not Effect Balance

Would Cause Better Balance

010 20 30 40 50 60 70 80 90 100

Choice of work shift											<input type="text"/>
Options of different work schedules											<input type="text"/>
Compressed work week											<input type="text"/>
Ability to request changes in starting and quitting times											<input type="text"/>
Control of overtime hours											<input type="text"/>
Work part-time at the same level											<input type="text"/>
Work part-year											<input type="text"/>



Would Not Effect Balance

Would Cause Better Balance

010    20    30    40    50    60    70    80    90    100

Option of job sharing											<input type="text"/>
Phased retirement											<input type="text"/>
Option of telecommuting (Remote work)											<input type="text"/>
Paid time off to volunteer in the community											<input type="text"/>
Increased vacation time											<input type="text"/>
Take paid/unpaid time for self-improvement (education or training)											<input type="text"/>
Option of extra unpaid vacation days											<input type="text"/>

Would Not Effect Balance

Would Cause Better Balance

010    20    30    40    50    60    70    80    90    100

Take paid leave for  
personal or family  
responsibilities

--	--	--	--	--	--	--	--	--	--	--

--