



III RESULTS

III-1 Results from the questionnaires

III-2 Report and results from participants
who were interviewed but did not
return questionnaires

III-1 Results from the questionnaires

The results from the field survey are summarized in Tables 2 through 10 and Section III-2.

Tables 2 through 6 indicate the mean, standard deviation and number of entries for the questions respectively 5, 6, 7, 8 and 11 of both the A and B questionnaires (see Appendix A). Each of these tables indicates the responses for all A questionnaires, next for all B questionnaires, then for the A and B questionnaires combined. Next follows a breakdown per company so that each individual company's results can be compared with the overall results or with another individual company.

It should be noticed that the scale used for questions 5 through 8 goes from 1 to 11, while the scale used for question 11 (table 6) goes from 1 to 7.

Table 7 indicates the small-sample inferences concerning the difference between the two means of the "A" questionnaire, the questionnaire for personnel management, and the "B" questionnaire which was designed for all participants other than personnel management. The procedure and calculations used are adapted from Mendenhall and Reinmuth (1974).

Tables 8 and 9 summarize the responses from all individuals answering the open ended question 9 and 10. Again the total results and the individual company's results can be easily read from the table. The code explanation is to be found at the bottom of the respective tables.

Table 10 is a summary of the responses to all the questions on the A questionnaire (page 2 of the questionnaire) that were directed toward the personnel manager only. Tables 8 and 9 only relate to the B questionnaire, meaning that the answers to the same questions 9 and 10 as given by the



personnel officers can be compared while reading tables 8, 9 and 10 (of the latter table only questions 9 and 10, of course).

Section III-2, starting on page 57 summarizes the facts and results from those participants in the field research who were interviewed but did not return questionnaires. The facts and results as presented are based on the interviews (see section II-3 p. 42), and /or company material handed or sent to the interviewer.

Table 2

Use the following scale to answer question 5:

1	2	3	4	5	6	7	8	9	10	11
<u>Negative</u> change: significant decrease since working on a flexible time schedule					<u>No Change</u> since working on a flexible time schedule			<u>Positive</u> change: significant increase since working on a flexible time schedule		

5. Using the above scale, write the number that represents the degree of change in your job satisfaction since working on a flexible time schedule:

	MEAN	STANDARD DEVIATION	NUMBER OF ENTRIES
A. For all companies Questionnaire A	8.25	1.26	4
B. For all companies Questionnaire B	8.14	1.75	87
C. Total responses (A&B)	8.18	1.72	91
D. For Chemimpo b.v. Questionnaire A	8	----	1
For Chemimpo b.v. Questionnaire B	7	1.155	10
E. For Röhm G.m.b.H. Questionnaire A	8	----	1
For Röhm G.m.b.H. Questionnaire B	9.033	1.402	30
F. For Hoechst A.G. Questionnaire B.	7.333	1.775	12
G. For MesserGriesheim Questionnaire A	10	----	1
For MesserGriesheim Questionnaire B	8.909	2.023	11
H. For Unilever Research Questionnaire A	8	----	1
For Unilever Research Questionnaire B	7.5	1.596	22
I. For The First National Bank of Boston Questionnaire A	11	----	1
For The First National Bank of Boston Questionnaire B	8	----	2

Table 3

Use the following scale to answer question 6:

1 2 3 4 5 6 7 8 9 10 11

negative
 change:
 significant decrease
 since working on a
 flexible time schedule

No Change
 since working
 on a flexible
 time schedule.

Positive
 change:
 significant increase
 since working on a
 flexible time schedule.

6. Using the above scale, write the number that represents the degree of change in your productivity since working on a flexible time schedule:

	MEAN	STANDARD DEVIATION	NUMBER OF ENTRIES
A. For all Comp. Q.A.	7.000	1.1555	4
B. For all Comp. Q.B.	7.374	1.559	87
C. Total Responses A & B	7.36	1.53	91
D. For Chemimpo Q.A.	8	----	1
For Chemimpo Q.B.	6.300	1.159	10
E. For Röhm G.m.b. H. Q.A.	6	----	1
For Röhm G.m.b.H. Q.B.	7.867	1.634	30
F. For Hoechst A.G. Q.B.	7.667	1.826	12
G. For Messer Griesheim Q.A.	8	----	1
For Messer Griesheim Q.B.	6.955	1.011	11
H. For Unilever Research Q.A.	6	----	1
For Unilever Research Q.B.	7.091	1.411	22
I. For The First National Bank of Boston Q.A.	8	----	1
For The First National Bank of Boston Q.B.	9	----	2

Table 4

Use the following scale to answer question 7:

1 2 3 4 5 6 7 8 9 10 11

Negative
change:

significant decrease
since working on a
flexible time schedule.

No Change

since working
on a flexible
time schedule.

Positive

change:
significant increase
since working on a
flexible time schedule.

7. Using the above scale, write the number that represents the degree of change in opportunities for personal scheduling (e.g. shopping, appointments) since working on a flexible time schedule:

	MEAN	STANDARD DEVIATION	NUMBER OF ENTRIES
A. For all Comp. Q.A.	8.750	.957	4
B. For all Comp. Q.B.	9.259	1.934	87
C. Total responses A&B	9.24	1.802	91
D. For Chemimpo Q.A.	8	----	1
For Chemimpo Q.B.	7.5	1.779	10
E. For Röhm Q.A.	9	----	1
For Röhm Q.B.	9.833	1.262	30
F. For Hoechst Q.B.	8.583	2.392	12
G. For Messer Griesheim Q.A.	10	----	1
For Messer Griesheim Q.B.	9.545	2.622	11
H. For Unilever Q.A.	8	----	1
For Unilever Q.B.	9.500	1.683	22
I. For The First Nat. Bank of Boston Q.A.	9	----	1
For The First Nat. Bank of Boston Q.B.	9	----	2

Table 5

Use the following scale to answer question 8:

1	2	3	4	5	6	7	8	9	10	11
<u>negative</u> change: significant decrease since working on a flexible time schedule.				<u>No change</u> since working on a flexible time schedule.			<u>Positive</u> change: significant increase since working on a flexible time schedule.			

8. Using the above scale, write the number that represents the degree of change in your job responsibilities since working on a flexible time schedule:

	MEAN	STANDARD DEVIATION	NUMBER OF ENTRIES
A. For all Comp.Q.A.	5.25	1.500	4
B. For all Comp Q.B.	7.042	1.345	86
C. Total responses A&B	6.97	1.415	92
D. For Chemimpo Q.A.	3	----	1
For Chemimpo Q.B.	5.700	.949	10
E. For Röhm Q.A.	6	----	1
For Röhm Q.B.	7.600	1.276	30
F. For Hoechst Q.B.	7.083	1.379	12
G. For Messer Griesheim Q.A.	6	----	1
For Messer Griesheim Q.B.	6.682	.783	11
H. For Unilever Research Q.A.	6	----	1
For Unilever Research Q.B.	7.048	1.396	21
I. For The First Nat. Bank of Boston Q.A.	6	----	1
For The First Nat. Bank of Boston Q.B.	8	----	2

Table 6

11. Considering everything, please circle the number that best expresses how you feel about the flexible time system:

	1	2	3	4	5	6	7			
	I feel largely negative about it.			I feel indifferent about it.			I feel very positive about it.			
								MEAN	STANDARD DEVIATION	NUMBER OF ENTRIES
A. For all Comp. Q.A.								6.25	.957	4
B. For all Comp. Q.B.								6.242	1.031	91
C. Total responses A&B								6.245	1.01	95
D. For Chemimpo Q.A.								7	----	1
For Chemimpo Q.B.								5.400	1.487	10
E. For Röhm Q.A.								6	----	1
For Röhm Q.B.								6.603	.557	29
F. For Hoechst Q.B.								5.167	.937	12
G. For Messer. Griesheim. Q.A.								7	----	1
For Messer. Griesheim. Q.B.								6.313	1.195	16
H. For Unilever Q.A.								5	----	1
For Unilever Q.B.								6.682	.477	22
I. For The First Nat. Bank of Boston Q.A.								7	----	1
For The First Nat. Bank of Boston Q.B.								6	----	2



Table 7

Table indicating small - sample inferences concerning the difference between the two means of the "A" and "B" questionnaires.

<u>QUESTION</u>	<u>t VALUE</u>	<u>d.f.</u>	<u>PROBABILITY</u>
.5	$t_{a,b} = .124$	90	ns
6	$t_{a,b} = .598$	90	ns
7	$t_{a,b} = .534$	90	ns
8	$t_{a,b} = 3.755$	89	$p < .01$
11	$t_{a,b} = .028$	94	ns



Table 8

List of Varieties in Responses from all B Questionnaires Related to question 9: "What are the greatest advantages that you have incurred under this system."

Advantage Cited	Company Code & Frequency						TOTAL	% of total responses
	I	II	III	IV	V	VI		
1. Improvement in personal scheduling	3	2	2	10	11	1	29	20.14
2. Self determination of working hours	-	2	3	10	7	2	24	16.67
3. Escape of peak hours	3	3	1	11	1	-	19	13.19
4. More personal freedom	-	-	3	8	4	-	15	10.42
5. Better use of leisure time	-	1	1	8	2	1	13	9.03
6. Better work efficiency	-	1	-	6	5	1	13	9.03
7. Decreased traveling time from and to work	2	-	3	5	1	-	11	7.64
8. More responsibility in work	-	-	1	1	2	-	4	2.78
9. The possibility to adjust to seasonal changes (winter-summer)	-	-	-	2	1	-	3	2.08
10. Better family life	-	-	-	1	1	-	2	1.39
11. Better work morale	-	1	-	-	1	-	2	1.39
12. Being able to get up late	1	-	-	-	-	-	1	.69
13. Better possibility for uninterrupted meetings before and after coretime-	-	1	-	-	-	-	1	
14. Better working climate	-	1	-	-	-	-	1	
15. Increased productivity	-	-	-	1	-	-	1	
16. Better possibilities for lasting experiments in the laboratorium	-	-	-	2	-	-	2	
17. Adjustment to personal daily rhythms-	-	-	-	1	-	-	1	
18. Reduced personnel turnover	-	-	-	-	-	1	1	
19. Reduced tardiness at work	-	-	-	-	-	1	1	
							<u>144</u>	

Code explanation:

- | | |
|-----------------------|-----------------------------------|
| I. Chemimpco b.v. | IV. Röhm G.m.b.H. |
| II. Hoechst A.G. | V. Unilever Research |
| III. Messer Griesheim | VI. The First Nat. Bank of Boston |



Table 9

List of Varieties in Responses from all B questionnaires related to question 10: "What are the greatest disadvantages that you have incurred under this system?"

Disadvantage Cited	Company Code & Frequency						TOTAL	%of total responses
	I	II	III	IV	V	VI		
1. Not everyone is always available	2	3	-	3	5	1	14	38.89
2. A decrease in coordination and commitment.	1	1	-	-	5	1	8	22.22
3. The situation to be controlled by a clock	-	1	-	-	2	-	3	8.33
4. Difficulty with car pool arrangements	-	-	-	-	3	-	3	8.33
5. Latecomers now need to make up for lost hours	1	-	-	1	-	-	2	5.56
6. A decrease in teamwork because of a decrease in availability of coworkers.	-	-	2	-	-	-	2	5.56
7. Some are excluded because of the nature of their work	-	-	-	-	2	-	2	5.56
8. More difficult control of safety regulations in the lab.	-	-	-	1	-	-	1	2.78
9. Tendency for short lunches resulting in a decrease in informal communication	-	-	-	-	1	-	1	2.78

36

Code Explanation:

- I. Chemimpo
- II. Hoechst A.G.
- III. Messer. Griesheim G.m.b.H.
- IV. Röhm G.m.b.H.
- V. Unilever Research
- VI. The First National Bank of Boston



TABLE 10

Summary of the responses to the questions of the "A"
Questionnaire

<u>COMPANY</u>	<u>QUESTION</u>	<u>RESPONSE</u>	
Chemimpo	1	1971	
	2	Core time 9:30 am - 6:30 pm "Honor System": that is, individual maintenance of records	
	3	In response to wishes from employees	
	4	--	
	9	Escape of peak hours	
	10	Responsible people have to come first and go last.	
	Unilever Research	1	Trial period July-Nov. 1972, permanent Nov, 1972
		2	Band 7 am-9:30 am 12 noon - 2 pm 4 pm - 6:30 pm Core 9:30 am - 12:00 noon 2 pm - 4 pm Maximum work hours allowed per day: 8.8. Balance at end of month: max. or min. of 10 hrs. Control via clock system.
		3	Proposed by council of employers as part to adjust to secondary conditions of employment. In addition the type of work in research labs is very well fit for flexible time.
		4	Managing the trial period and explaining the system.
9		Better personal scheduling. Shift of the control responsibility to the employee himself. Better traveling.	
10		Decreased internal communications but adjustment to this situation was fast.	



COMPANY

QUESTION

RESPONSE

Röhm G.m.b.H.

1

July 1973

2

Band times 6:45 am - 8:45 am
3:30 pm - 5:15 pm
Core times 8:45 am - 3:30 pm
Balance at end of month: max.
or min. of 10 hours. Control
via clock system

3

-In response to wishes from employees
- To meet traffic problems
-To be more successful in recruiting.

4

No special problems

9

More personal freedom

10

None

Messer Griesheim G.m.b.H.

1

August 1971

2

Band times: 6:45 am-9:00 am
3:30 pm-5:45 pm
Balance at end of month: max. or
min. of 5 hours allowed. Control
via clock system.

3

In response to wishes from employees

4

The situation that the single
departments should be occupied
during band times

9

Better personal scheduling

10

None



III-2 Report and results from participants who were interviewed but did not return questionnaires:

This situation refers to table 1 on page 39. The information presented is a result of the respective interviews and/or company materials that were handed to the interviewer. The First National Bank of Boston is included in this section merely for the fact that the number of questionnaires returned was very small.

1. Hoechst Holland Verkoop, N.V.

The company conducted a survey itself of which the results can be summarized as follows:

193 questionnaires were sent out
56 were returned

It was announced to the employees that those who don't return a questionnaire agree with the present set-up of the flexible time system

Question 1 - "Do you want to continue with flexible time?"

Responses: - 53 yes; 3 no

Conclusions drawn by the company from the questionnaire:

Do we need changes in the system? Conclusion:
"The number of wishes for a change is far too small in order to justify a change.

The system the company uses is as follows:

Band times - 8 am-9:30 am and 3:30 pm to 5:30 pm
Core times - 9:30-3:30 excluding a $\frac{1}{2}$ hour lunch between 12:15 pm and 1:00 pm

Weekly balance of max. or min. of 4 hours which can be adjusted for the following week, while the total extra hours worked or too little hours worked cannot exceed 10 hours.

Control is via the clock system.



2. Philips Duphar:

The system was introduced in September of 1972. Philips Duphar employs 2000 people of which 200 are found eligible to work on flexible time, specifically the departments of:

- expedition
- administration: a wage administration
b commercial administration

Control and administration of hours worked happens via cards that employees fill out themselves and these are controlled by a central staff.

Core times: 9:30 am to 4:15 pm

Band times: 7:30 am to 9:30 am and 4:15 pm to 6:15 pm

Weekly balance cannot exceed 5 hours and can be adjusted for in the following week.

According to the interviewee, Mr. Lindthorst, the system works satisfactorily and no special complaints or disorders are noticed.

3. I.C.I., Rotterdam, Netherlands, is where I.C.I.'s head office for sales is located. All 180 employees are on the system of staggered hours where arrival time, which can be between 8 am and 9 am, determines leaving time. Every employee fills out a timetable at a central place in the building. This table will be controlled by means of random sampling by the personnel officer.

The production unit of I.C.I. near Rotterdam (Botlek) employs 1600 people all of which are not on any flexible time schedule due to collective transport (busing) by the company.

Staggered hours in the sales office was allowed by management because:

- employees have their own transport
- for solving the "latecomers problem"
- to foster employee morale

At time of the interview, Mr. Sintemaartensdijk, expected that in the future a greater degree of flexibility in the system is feasible, e.g. longer band times.

4. The First National Bank of Boston.

Mr. leGore gives four reasons why the company changes to a flexible time schedule:

- problem with turnover
- being more successful in recruiting
- improve the work climate
- to allow for more freedom for the individuals

The set up of core and band times of the bank is the most flexible we have run into in our field research. It is as follows:

- a one hour core time: 10 am to 11 am
- band times: 7:30 am to 10 am and
11 am to 6 pm

Other arrangements or guides of conduct:

- minimum staffing which is to be worked out among the employees themselves.
- minimum hours to be worked per week is $36\frac{1}{2}$ hours
- the only time an employee must discuss hours with management is for overtime.

Flexible time was introduced in November of 1973, and since

Mr. leGore noticed certain advantages:

- absenteeism down
- less employee turnover
- better work efficiency because employees adapt to peak loads and quiet times.
- less traffic in building and on elevators during peak hours.
- no need for managers to check the attendance lists
- all workers definitely enjoy it.



5. John Hancock Insurance Company

According to Miss Burgess two options are presently available:

- a. employees can come in any time between 7:30 and 9 am and entrance time determines leaving time (staggered hours)
- b. manager and employee must consent to a time, once established it cannot vary from day to day without getting management's authorization.

For both options the core times are from 9 am to 3.40 pm.

The reason why the company changed to staggered hours was due to the energy crisis. The system gives employees more time to get to work without being late and they can avoid heavy traffic.

Miss Burgess found no basis to conclude that there was any change in work productivity or absenteeism. The company had not given it any consideration in terms of trying to quantify these entities.

The only problem the company found was convincing management that a change in style was needed. The control element became a less important factor.



IV DISCUSSION OF THE RESULTS

IV-1 Discussion of field research

IV-2 Integration of all sections

IV-1 Discussion of the field research.

From the 9 tables in section III, it can be readily observed that from the entities measured, that is: job satisfaction, productivity, personal scheduling and job responsibilities, that personal scheduling improvement was considered by all participants to be the most advantageous situation of working with any kind of flexible time schedule. This result is reconfirmed by the open ended question (question 9) in table 8 where "improvement in personal scheduling" got 20.14% of the responses.

Second, on the average, ranks "job satisfaction." It seems reasonable to associate this last result with no. 2 of table 8 "self determination of working hours" and with no. 4 "more personal freedom" and some of the other responses like: "better work efficiency," "more responsibility in work." These responses are not necessarily mutually exclusive but can work mutually reinforcing for the individual because of the interrelatedness of these issues. Furthermore, the 5 highest ranking responses from table 8 are all of a very personal nature and they cover 69.45% from the total responses. But in table 9 the first five responses to disadvantages all but one (no.4) relate to conditions at work and these 4 remaining ones cover 75% of the responses.

This means that the advantages of flexible time are very closely related to the individual's personal life and that the disadvantages are found on the job itself. This brings immediately to mind that no company reported of a decrease in productivity, or in general, of a net loss. Quite to the contrary no net gain (e.g. John Hancock) or a net gain (e.g. The First National Bank of Boston) was reported.

The disadvantage cited "The situation to be controlled by the clock" (table 9) is experienced as an encroachment on one's dignity. Any formal



control from an outside authority is usually associated with a feeling of being considered inferior. This position finds support if we look at table 8 when nos. 2, 4, 8, and 11 all are related to one's need for independence and self-determination.

It may furthermore be concluded that all participants surveyed had some significant degree of formal education and that a significant part are well trained and educated people (e.g. Unilever Research). In general, the higher one moved on the social ladder the more important personal freedom and independence seem to be.

Coincidentally it appears that the jobs requiring more skill, like sales, research, service organizations, are more eligible for being on some kind of flexible working schedule.

Interesting to note is that "job responsibility" on table 5 scores lowest on the combined "A" and "B" score, but the "B" questionnaire all, except Chemimpo, score beyond 6 while The First National Bank of Boston, where the flexibility in the system is highest, scores highest for the B questionnaires.

The problem, of course, is the statistical significance of the data presented. Two entries actually cannot be considered statistically significant but the result confirms the general expectations and the results cited by Mr. leGore of The First National Bank of Boston.

Management consistently feels no change or a negative (lower than 6 on the scale) change in "job responsibilities." This is to be expected since their control responsibility decrease with the introduction of flexible time which is not offset by an increase in another area. They now can devote more time to more important tasks.

The highest relative score for the combined responses (A & B) is to be found in table 6 in response to the overall attitude:

6.245 out 7 = 89.21%, while 9.24 out 11 = 84% for "personal scheduling"

Table 4.



A noteworthy point is to be found in table 7. It clearly indicates the commonality of the feelings between the respondents to the "A" questionnaire (personnel management) and the "B" questionnaire. The only exception is to be found in question 8 relating to "job responsibilities." This finding ($t_{a,b} = 3.755$ such that $p < .01$) is consistent with what was noted above on this issue: overall management finds no change or a decrease due to the implementation of flexible time because control responsibilities decline, while workers become more self-reliant which is clearly indicated in the responses in table 5 and table 8 (e.g. numbers 2, 6 and 8).

IV-2 Integration of all sections

A combined look at the literature survey and the field research reveals no significant differences. The sample size of the participating companies is relatively small and sometimes definitely insufficient to be statistically significant as noted before. However, the standard deviation from the results observed in tables 2 through 6 is relatively small, indicating the common feelings about the entities investigated, which was already mentioned in the discussion of the field research. Furthermore, the field research is to a very significant extent in harmony with the findings of the literature survey. These two facts indicate that the sample size presented still is a significant indicator of the implications of flexible time.

The previous publications consulted from different authors in different cultures and in different languages indicate striking similar conclusions. The only significant conclusion to be taken from this commonality is as presented in section I-2 part 6: "the aim of man's life is to be understood as the unfolding of his powers according to the law of his nature", meaning that man is subjected to laws of nature. Psychological testing and psychiatric treatment are, of course, in their basic starting points based on these laws of nature: the universality in man. This in no way means that all people are equal: every individual has his own unique set of capacities allowing him to express and develop himself uniquely.

Important to realize is the fact that many companies introduced flexible time not for humanistic considerations (e.g. Messerschmidt-Bolkow and John Hancock) but for other reasons, like traffic problems or an energy crisis. Flexible time's benefit for the individual human being was more a matter of accidental discovery as noted in section I-2 part 3.

In Europe more so than in the U.S., more social consideration for the individual worker was found: welfare and social security payments are



required by law in Holland and W. Germany and are automatically subtracted from one's salary. People cannot as easily be fired in these countries as in the U.S. These are all worker protections required by law.

In the U.S., Christensen, Andrews and Bower (1973) report that the Xerox Corporation has come up with a "Social Service leave Program."

Mr. McColough, president of the company explains:

"Xerox always had a basic philosophy that we should be involved as a corporation in the problems of our society. We've encouraged our people to be involved. Social Service leave is a logical extension of this commitment. We are determined to put something back into society."

A significant purpose of this paper is to present the importance of freedom and independence for the individual human being as a necessary basis for his self actualization. The meaning of this for the individual could be readily demonstrated by the results of the flexible time study.

In general, an increasing degree of human consideration on the part of the corporation is significant. Opportunism and exploitation work against human interests as they are and therefore, in the longer or shorter run are doomed to receive considerable negative feedback. Fromm in "The sane society" (1955) researches the "pathology of civilized communities." "A sane society is a society which corresponds to the needs of man - not necessarily to what he feels to be his needs, because even the most pathological aims can be felt subjectively as that which the person wants most; but to what his needs are objectively, as they can be ascertained by the study of man."

Plato in "The Republic" claims "Until philosophers are beings, or the kings and princes of this world, have the spirit and power of philosophy, and political greatness and wisdom meet in one, and those commoner natures who pursue either to the exclusion of the other are compelled to stand aside, cities will never have rest from their evils, no, nor the human race, as I believe -- and then only will this, our state, have a possibility of life and behold the light of day."

Everyone is a leader at sometime in his life. Everyone provides some kind of guidance for others during his lifetime. It can be as a mother,

father, priest or manager of any kind of business, a teacher or politician. It is the task of every individual to understand and to "define what ought to be while ignoring history, contingency, and the particularities of human interests as they are" as stated before.

It is not the intention of this paper to present some "ideological high-flyers" but just a practical interpretation of what can be done and a presentation of the necessity that something ought to be done. Are you so happy with what happens around you? The U.S. just lost 50,000 people in a useless war. The world's power equilibrium is based on anxiety and insecurity; a couple of simple actions can destroy earthly life very easily. Look at Northern Ireland, Uganda, South Africa, the Middle-East, Watergate, Korea, India,.....

"To be or not to be" seems to become a more pressing situation every day. It is about time that the systems start serving man instead of man serving the systems, where he finds himself lost and meaningless and necessarily needs to overcompensate.

The fate of life probably lies in the fact that many people never get a chance to identify themselves with a "leader" qualitative enough to help them understand about the nature and importance of man, of life in general.



V SUMMARY

V Summary:

The values attached to work and leisure are changing fast along with our life styles. With increasing frequency and prominence during the past 8 years, public attention has been called to a variety of experiences by various organizations with nonconventional scheduling of the work week. It therefore, is important to know more about how different patterns of distribution and utilization of hours of work and free time can affect the level of performance and the goals achieved by individuals and by the organizations and the society of which they are a part.

The flexible working-hours system is not a panacea for traffic congestion, overloaded facilities, or the malaise that accompanies boring and repetitive work. But experience in Europe and now the U.S. has shown that when it is installed in the presence of an appropriate managerial environment, productivity improves, morale rises, turnover drops, absenteeism decreases, and overtime declines.

For the employee, being able to arrive and depart when he chooses has significant advantages for travel and personal circumstances. If both husband and wife work, flexible working hours make it possible for them to arrange their schedules so that one of them can, for instance, be at home when the children get out of school.

For the community, flexible working hours can lead to a more uniform use of recreational and support facilities. With spread-out work peaks, it is possible to ensure better utilization of golf courses, power and fuel supplies, traffic routes, and even of human patience.

For organizations themselves, a flexible working hours system cannot only increase productivity by opening up new scheduling opportunities but also provide a new measure of self-respect for employees at every level.



It is therefore, an important historical cornerstone towards humanism in the so often authoritarian organizations. It is more proof that the human element in organizations are increasingly becoming more important.



VI REFERENCES

VI-1 References

VI-2 References consulted but not cited

VI-1 References

- Berger, P.C.F. Interim Rapport in zake Flexibele Werktijden Hoofdkantoor. Rotterdam, Netherlands, June 1974.
- Business Week. Europe Likes flexi-time work. Nr. 2249, 80-83.
- Caxhey, Paul J. Iron Age. Flexible Hours - an idea whose time has come. Vol. 35 Nr. 5, 36.
- de Chalendar, Jacques. L'Amenagement du temps. Paris Desclee De Brouwer 1971,
- Christensen C.R., Andrews K.R., Bower J.L. Business Policy, Homewood, Illinois, Richard D. Irwin, Inc. 1973.
- Cyran W. Frankfurter Allgemeine. May 16, 1973. 33.
- Elbing A.O., Gadon H., Gordon J.R.M., The Flexible-hours system is on its way, Harvard Business Review, January-February, 1974.
- Fiss, Barbara L, Flexitime. May 15, 1974. U.S. Government Printing Office, Washington, D.C. Stock no. 006-000-00809-7, catalog no. CS 1.7/4: F63.
- Frankel C.: Wall Street Journal. August 1, 1975.
- Frankl V.: Man's Search for Meaning, Boston, Massachusetts: Beacon Press. 1963.
- Freud S.: The Future of an Illusion : New York: Doubleday & Company, Inc. 1964.
- Fromm E.: The Art of Loving: New York: Harper & Row, Publishers, Inc. 1956.
- Fromm E.: Man for Himself: New York: Holt, Rinehart and Winston: 1947.
- Fromm E.: Escape of Freedom: New York: Rinehart & Company, Inc: 1941.
- Fromm E.: The Heart of Man: New York: Harper & Row, Publishers: 1964.
- Fromm E.: The Sane Society: New York, Holt, Rinehart and Winston: 1955.
- Glickman A.S., Brown Z.H.: Changing Schedules of Work: Washington, D.C.: The W.E. Upjohn Institute for Employment Research: June 1974.
- Greenberg S.L.: Neurosis is a Painful Style of Living: New York: The New American Library, Inc: 1971.
- Knevels P., Zehle R.,: Variable Arbeitszeit: Bergisch Gladbach, W. Germany: Heider-Verlag: 1970.
- Leibinger G., Schanzenbach D., Keppler B., Schmidt LL.: Gleitzeit Digest Trossingen, W. Germany: Hengstler Fachverlag: 1973.



- Lens, S.: A Shorter Work Week: Belmont, California: Wadsworth Publishing: 1966.
- Maslow A.H.: "A Theory of Human Motivation." Psychological Review: July 1943: 370-395
- Mendenhall W., Reinmuth J.E.: Statistics for Management and Economics: North Scituate, Mass: Duxbury Press: 1974: 220-226
- Personnel Journal: Flexible working hours: Vol 49, nr 10, 855, 856.
- Personnel Management: Gliding work time: latest crimp in the rearranged workweek: Vol 49 nr. 10, 179.
- Prehada R.: "Our Children May Have to be 200 Years Old:" The Futurist: 1969; 4-6.
- Rogers C., Stevens E., Gendlin E.T., Slien J.M., Van Dusen W.: Person to Person: the problem of being human: Moab, Utah: Real People Press: 1967.
- Sociaal Economische Raad: Advies inzake variabele werktijden: December 20, 1974.
- Suzuki D.T., de Martino R., Fromm E.: Zen Buddhism and Psychoanalysis: New York: Harper and Row: 1960.
- Time: Pick your hours: Vol 98, nr. 3.
- U.S. News and World Report: Workers setting own hours - a plan catching on abroad: Vol. 72, nr. 25, 100-102.
- Wall Street Journal: April 30, 1973.
- Werther, W.D. jr: The Good News and Bad News of flexible hours: Administrative Management, Vol. 34, nr. 11: 82, 96.



VI-2 References Consulted but not cited:

Journal Articles Related to the Concept of Flexible Time:

Architectural Forum: Vol. 137 nr. 2. 53,54.

The Economist: Flexible Working: Vol. 245, nr. 6736.

Industry Week: Firms try shorter workweek: Flextime: Vol. 177. nr. 6.

Industry week: Vol. 177. nr. 11.

Iron Age: The flexible week is fast becoming a permanent picture: Vol. 208. nr. 20. 27.

Nations Business: Picking your own work time: Vol 61, nr. 9. 71-73.

The Office: Federal offices may try flextime: Vol 76. nr. 2. 18-20.

Pogrebin L.C.: Ladies Home Journal: Flextime at Florida: Vol. XC. nr 11, 46-53.

Newsweek: Rubber Hours: Vol. LXXI. Nr. 37, 66-71.

Books Consulted but not Cited:

Anderson W.: Politics and the New Humanism: Pacific Palisades, California: Goodyear Publishing Company, Inc.: 1973.

May Rollo: Love and Will: New York: Dell Publishing Co., Inc.: 1969.

Frankl V.E.: The Doctor & The Soul: New York: Random House, Inc.: 1973.

Frankl V.E.: The Will to Meaning: New York: New American Library, 1969.

Fromm E.: Psychoanalysis and Religion: New Haven: Yale University Press: 1950.

Fromm E.: You Shall be as Gods: Greenwich, Connecticut: Fawcett Publications, Inc.: 1966.

Tinder G.: Political Thinking, The Perennial Questions: Boston: Little, Brown and Company, 1970.

White R.W.: Lives in Progress: New York: Holt, Rinehart and Winston, Inc., 1966.



Propriety of the Erich Fromm Document Center. For personal use only. Citation or publication of material prohibited without express written permission of the copyright holder.

Eigentum des Erich Fromm Dokumentationszentrums. Nutzung nur für persönliche Zwecke. Veröffentlichungen – auch von Teilen – bedürfen der schriftlichen Erlaubnis des Rechteinhabers.

*Erik
Schoemaker*



FLEXIBLE TIME STUDY

Flexible time is a way of arranging work time that gives some freedom in choosing the hours each person will work each day.

We would greatly appreciate your cooperation in this research and ask if you would please answer the following questions.

Name of company: _____

Geographical location Country : _____

City : _____

Position in company : _____

Please circle : Male Female

Age : _____



Use the following scale to answer questions 5 through 8 :

<u>1</u>	2	3	4	5	<u>6</u>	7	8	9	10	<u>11</u>
<u>Negative</u> change: significant decrease since working on a flexible time schedule.					<u>No change</u> since working on a flexible time schedule.					<u>Positive</u> change: significant increase since working on a flexible time schedule

5. Using the above scale, write the number that represents the degree of change in your job satisfaction since working on a flexible time schedule: _____
6. Using the above scale, write the number that represents the degree of change in your productivity since working on a flexible time schedule : _____
7. Using the above scale, write the number that represents the degree of change in opportunities for personal scheduling (e.g. shopping, appointments) since working on a flexible time schedule : _____
8. Using the above scale, write the number that represents the degree of change in your job responsibilities since working on a flexible time schedule : _____



9. What are the greatest advantages that you have incurred under this system?

10. What are the greatest disadvantages that you have incurred under this system?

11. Considering everything, please circle the number that best expresses how you feel about the flexible time system :

1	2	3	4	5	6	7
I feel largely negative about it.			I feel indifferent about it.			I feel very positive about it.



Propriety of the Erich Fromm Document Center. For personal use only. Citation or publication of material prohibited without express written permission of the copyright holder.

Eigentum des Erich Fromm Dokumentationszentrums. Nutzung nur für persönliche Zwecke. Veröffentlichungen – auch von Teilen – bedürfen der schriftlichen Erlaubnis des Rechteinhabers.

International Investment Services Inc.

Investment Advisors

7855 Boulevard East
Suite 281
North Bergen, N. J. 07047 U.S.A.
(201) 861-7303
Telex: 235922 (CCCUR)
Att: I.I.S.

November 15, 1977

Please make note of the following CHANGE OF ADDRESS:

FROM: International Investment Services, Inc.
Erik C. Schoemaker
7855 Boulevard East - Suite 281
North Bergen, New Jersey 07047 USA

TO: International Investment Services, Inc.
Erik C. Schoemaker
120 Longview Drive
Princeton, New Jersey 08540 USA
(I.I.S.) Telex: 235922 (CCCUR) to the attention
of I.I.S.

This change will be in effect as of December 6, 1977.

Thank you for your attention.

Cordially,

Erik C. Schoemaker
President



IE
CHRISTIAAN SCHOEMAKER

120 Longview Drive
Princeton, NJ 08540

EDUCATION:

Babson College, Wellesley, Mass., Masters of Business Administration, December, 1976.

Babson College, Wellesley, Mass., Bachelor of Science (Summa Cum Laude),
December, 1975. Studies were concentrated in Finance and Accounting.

Institut Richelieu, Lausanne, Switzerland, Entered French language program
July and August, 1972.

BNA, Arnhem, Holland, Diploma in Chemical Engineering, 1971.

High School, Bilthoven, Holland, Graduated in 1969.

RESEARCH PAPERS:

"Flexible Time and Humanistic Philosophy; a cross cultural investigation," coauthored
with Joseph Wientraub, Ph.D; presented to the Western Psychological Association,
Seattle, Washington, April 23, 1977.

EXPERIENCE:

International Investment Services, Inc., President.

Incorporated in 1977. Provides total money management services to foreign and domestic
clients who wish to participate in the U. S. Capital Markets.

American Hoechst Corporation, Somerville, NJ, Employed since May, 1977 as a Financial
Planning Analyst.

Röhm GmbH Darmstadt, West Germany, Employed, 1972-1973 as a Foreign Correspondence
Clerk.

Naarden N.V., Holland, 1972, Management Trainee at this chemical company.

PERSONAL:

Have fluency in Dutch (native), German and English; reading ability of the French
language.

Member of the Dutch Olympic Show-Jumping team, 1971-1972. Due to an accident,
selection for 1972 Olympics was ruled out.

Junior Champion of Holland in horse show-jumping, 1966.

Served in the Dutch Army as a draftee, 1970-1971.

REFERENCES:

Joseph Weintraub, Ph.D, faculty of Management, Babson College, Wellesley, Mass. 02157 USA
Schoemaker, E. C., and Weintraub, J., 1976: Flexible Time and Humanistic Philosophy. Babson College 1976, 74 pp. (Typescript) USA